Pacific Gas and Electric Company®

Company Emergency Response Plan (CERP)

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http://www.pge.com

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EMER-3001M

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Editor's Notes:

All links have been verified as of November 30th, 2023.

Note: In some cases, individuals may have to request access from link owners before gaining access to content.

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Document Control

This section contains Pacific Gas and Electric (PG&E) information related to the ownership and maintenance of this document. This document undergoes an annual review and update as needed and in compliance with EMER-2001S, Company Emergency Operations Plans Standard published in Guidance Document Library (GDL). Emergency Preparedness and Response (EP&R) maintains this Company Emergency Response Plan (CERP).

Change Record

The Change Record table given below is used to record all changes made to the plan. It describes the revisions made, the locations of the revisions, the names of the persons responsible for the revisions, and dates of revisions:

Section	Person Responsible for Revision	Change	Date
1.5	[redacted]	Changed header title from "Emergency Planning & Hazards" to "Emergency Planning Assumptions & Hazards."	7/14/23
1.5.2		Added Corporate Risk Registry enterprise risk list link.	7/18/23
1.5.3		Updated per EMER-2001S to include reference to CRR correlation and THIRA based CERP hazard annex planning.	10/20/23
2.4.2		Updated link to Electric Operations SharePoint site.	10/3/23
2.4.4		Updated Power Generation Emergency Preparedness team content.	10/3/23
2.4.5		Updated DCPP nuclear facility items.	10/3/23
2.5.1.1		Changed "Gas Response Operations" team title to match "Gas Emergency Preparedness" team title listed in CERP GERP Annex v12.	9/28/23
2.8		Updated Wildfire Risk Command Center content.	10/2/23
2.9.1.1		Adding Gas IMT reference per GERP subsection 2.2.1.2.1.	10/6/23
2.9.1.2		Added reference to Electric IMT details per CERP Electric Annex subsection 2.2.11 and EMER-4501S, Electric IMT Framework.	10/6/23
3.1.5		Updated per CERP Electric Annex v4, subsection 3.2.3.4.2, showing STOEC,	9/13/23

Section	Person Responsible for Revision	Change	Date
		EDEC and ETEC activation in relation to DCC and GCC facilities.	
3.2.1	[redacted]	Added "Bottom-Up Activation" subsection.	8/11/23
3.2.2		Added "Top-Down Activation" subsection with PSPS event example.	8/11/23
3.3		Added Command & General Staff SIPOC content copied from 2023-2025 WMP, subsection 8.4.2.	6/28/23
5.1		Updated to include ICS based incident/event management content.	8/17/23
5.5.2		Updated HAWC content.	7/17/23
5.6.2		Updated SOPP description to include 28-year historical analysis, category, and time of adverse weather impacts.	10/26/23
5.6.3		Updated earthquake and tsunami content.	10/26/23
5.6.4		Updated POMMS subsection content.	10/26/23
5.6.5		Removed reference to three-kilometer POMMS resolution.	10/26.23
5.6.6		Updated debris flow hazard modelling and warning content.	10/26/23
5.8.2		Changed MYTEP title to Integrated Preparedness Plan per U.S. Homeland Security Exercise and Evaluation Program doctrine.	11/15/23
5.8.3		Added core capability aligned exercise content per EMER-2501M, 2023-2025 MYTEP, subsection 1.1 and section 2.	7/6/23
7.1.3		Change last bullet to read: "Ensures proper analysis of safety incidents is performed."	10/3/23
7.1.6.1		Updated PSS Agency Representative content per EMER-4002S, to include AHJ and EOC activation support descriptions.	6/30/23
7.3		Noted potential use of multiple I&I sections for concurrent threats.	11/7/23

Section	Person Responsible for Revision	Change	Date
7.4.1	[redacted]	Added new EOC Coordinator position and responsibilities per 7/19/23 EP&R Response Team notification.	8/3/23
7.5		Added footnote reference to Logistics Section Reporting Unit role described in EMER-3005M, CERP Logistics Annex v3, subsection 4.1.2.2, Incident Intelligence Summary.	11/17/23
7.5.1.1 – 7.5.1.2		Separated land management and environmental unit functions.	11/8/23
8.1.1.		Added CERP Electric Annex, EMER-3002, subsection 2.1.2.1 reference.	10/3/23
8.1.5		Changed REC reference from three to five.	10/3/23
10.3.1		Created new “Demobilization Planning” subsection title, consolidated demobilization planning subsection content.	10/18/23
10.3.3		Changed header from “EOC Demobilization Unit” to “Demobilization Unit”; removed EOC specific reference.	10/18/23
Table 2-1		Updated to reflect PG&E organization per Who’s Who organization chart as of September 28, 2023.	9/28/23
Table 2-1		Added contractor safety to list of EH&S responsibilities.	10/3/23
Table 2-1		Adding ‘Engineering’ to Gas Operations title.	10/27/23
Figure 3-3		Added I&I section to ICS task organization example.	11/8/23
Figure 7-1 & 7-2		Removed EOC Coordinator from Command Staff organization per EP&R Response Team notification.	8/3/28
Figure 7-8		Added EOC Coordinator to Planning Section organization chart per EP&R Response Team notification.	8/3/23
Figure 7-8		Added Mutual Assistance Unit to EOC Planning Section organization chart.	11/16/23

Section	Person Responsible for Revision	Change	Date
Figure 7-9	[redacted]	Updated EOC Logistics Section organization chart to align with EMER-3106M, PSPS Annex v8, figure 2-1 organization chart.	11/16/23
Figure 12		Reformatted PG&E "Operational Levels and Emergency Facilities" graphic, to include distinctions between Gas and Electric division totals and the addition of ETEC and EDEC to level 4 and 5 activations.	10/9/23
Appendix F.2		Updated activated emergency facility list to align with current EOC IAP format.	11/16/23

Recision Log

Document Number	Title
NA	NA

Reference Documents

Document Number	Title
EMER-01	Emergency Preparedness and Response Policy
EMER-2001S	Company Emergency Response Plans Standard
EMER-2001S-F01	Change Request Form
EMER-2003S	EOC Activation After-Action Report (AAR) Process Standard
EMER-2004S	EOC Documentation Standard
EMER-2501M	Multi-Year Training and Exercise Plan, 2023-2025
EMER-3001M-Att01	Cal OES Regional Contacts
EMER-3001M-Att02	County Government Contacts
EMER-3005S	PG&E's Emergency Field Site Request and Approval Standard
EMER-3105M	Wildfire Annex
EMER-3106M-01	Access and Functional Needs (AFN) Plan
EMER-4002S	Public Safety Specialist Standard
EMER-4501S	Electric Incident Management Team Standard
EMER-4510S	Operations Emergency Center (OEC) Activation Requirements,
RISK-5001S	Enterprise and Operational Risk Management Standard
RISK-5001P-01	Enterprise and Operational Risk Management Procedure

Document Number	Title
RISK-5001P-02	Maintaining the Corporate Risk Register
EMER-6010S	Gas Emergency Response Plan Training, Exercise, and Evaluation
EMER-7001S	Enhanced Customer and Community Support During All Hazards Standard
TD-1464S	Preventing and Mitigating Fires While Performing PG&E Work
TD-4413P-01	Procedure for Reportable Gas Incidents
G.O. 166	Standards of Operation, Reliability and Safety During Emergencies and Disasters.
G.O. 112-F	State of California Rules governing Design, Construction, Testing Operation, and Maintenance of Gas Gathering, Transmission, and Distribution Piping Systems

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Power Generation		
Public Safety Power Shutoff		
Public Safety Specialist Program		
Risk Management		
Service Planning & Design (SP&D)		
Vegetation Management		
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2023-52312 Document Routing Request

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Document Title:	EMER-3001M 2023 CERP V9		
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Documents

Title	Version
EMER_3001M_CERP_v9[redacted]ocx	Revision 1

Consolidate Files

Reviewers/Approvers

Add to CC List

Approvers	
Gibson, Angelina	Approved on 11/30/2023 7:35:17 AM

CERP Change Request Form

To request changes, corrections, or additions to the Company Emergency Response Plan (CERP) or associated annexes, submit a completed request through the online change request.

Proposed changes are significant when they affect the emergency organizational structure, critical operations, key facilities, or execution of the plan. EP&R may publish a bulletin to the CERP to communicate changes. They may save and address minor changes in the next document update.

Once a bulletin is communicated, EP&R will publish the bulletin under the CERP in the GDL and include the bulletin content in the next CERP update.

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1 Introduction

1.1 Purpose

The purpose of the Company Emergency Response Plan (CERP) is to assist Pacific Gas and Electric Company (PG&E) personnel with safe, efficient, and coordinated response to all-hazard emergency incidents affecting gas or electric generation, distribution, storage, or transmission systems or any other type of an emergency incident within the PG&E service area.

The CERP and its annexes cover the following key plan elements:

- Provide a broad outline of PG&E's organizational structure.
- Describe actions undertaken in response to emergency situations.
- Present a response structure to fulfill the following requirements
  - Describe clearly defined roles and responsibilities.
  - Reference an organized emergency team or team members.
  - Describe emergency call-out procedures.
  - Explain plan maintenance.
  - Define how PG&E will execute exercises, tests plans, and procedures.
  - Identify coordination efforts with external organizations (e.g., government, media, other gas and electric utilities, essential community services, vendors, public agencies, first responders, and contractors).

1.2 Scope

A key element of the CERP is the alignment of PG&E functional areas to the frameworks provided by the National Incident Management System (NIMS), California Standardized Emergency Management system (SEMS) and the NIMS/SEMS component Incident Command System (ICS). Adoption of these frameworks aligns PG&E with public partners to execute a coordinated response that supports safe restoration of service and whole community recovery. Specifically, PG&E has adopted the following NIMS, SEMS, and ICS consistent operational components:

Specifically, PG&E has adopted the following NIMS, SEMS, and ICS consistent operational components:

- Formalized SEMS/ICS training and execution of the management by objectives concepts of ICS
- Whole community engagement through PG&E's presence in County Emergency Operations Centers and the State Operations Center, and actions of the Liaison Officer and team leveraging coordination calls and collaboration of community and customer support
- Mutual assistance agreement memberships at the California, western region, and national levels

- Use of the same framework as the SEMS Operational Area concept in the context of emergency organizational structure and levels, with emergencies beginning at the local level (Level 1) which is PG&E's base emergency posture

For purposes of the CERP, this all-hazards approach applies to any natural disaster or human-caused situation (e.g., fires, floods, storms, earthquakes, and terrorist or cyberattacks) threatening life and property or requiring immediate actions to protect or restore service or critical business functions to the public. The CERP applies to incidents defined as follows:

- Affecting or threatening service in a significant part of the company's service area
- Affecting or threatening service to a significant percentage of PG&E's customers
- Requiring system-wide coordination, including significant involvement of various functional units and/or other support departments

1.3 PG&E's Purpose, Virtues, and Stands

PG&E's **Purpose** is to deliver for hometowns, serve the planet, and lead with love.

PG&E's **Virtues** are trustworthy, empathetic, curious, tenacious, nimble, and owner oriented.

PG&E's **Stands** describe "what" the team will achieve:

- Everyone and everything are always safe.
- Catastrophic wildfires shall stop.
- It is enjoyable to work with and for PG&E.
- A healthy environment and carbon-neutral energy system shall be the reality for all Californians.
- PG&E's work shall create prosperity for all customers and investors.

1.4 PG&E's True North Strategy

Developed in 2021-2022, PG&E's True North Strategy is the collaborative product of coworkers and leaders across the enterprise. This is PG&E's 10-year roadmap designed around three core components (i.e., customers, energy systems, and foundational capabilities) and is connected to our "Purpose, Virtues, and Stands".

1.5 Emergency Planning Assumptions & Hazards

PG&E recognizes that emergencies can result from natural or human-caused incidents and any incident may adversely impact people, property, and the environment. This is why PG&E scales its emergency response in accordance with the incident, location, impact, and available resources to restore gas or electric service safely and efficiently.

1.5.1 General Planning Assumptions

To prioritize the development of new hazard-specific CERP annexes, PG&E makes predictions on the potential for incidents that are beyond routine safety concerns and considers triggering criteria requirements for business continuity plans. Based on the predictions, CERP annex development includes, at a minimum, incidents or events with the potential to do the following:

- Cause multiple casualties (injuries and/or loss of life) or widescale property damage within the PG&E service area
- Reach or exceed Type 3 emergency activation criteria within one or more of the company's Gas, Electric, Generation, and Cybersecurity functional areas and/or their support functions (see Appendix C, Table 11-1 for all five escalating levels of threats)

1.5.2 Corporate Risk Registry

PG&E's formal inventory of potential risks, the Enterprise and Operational Risk Management (EORM) coordinated Corporate Risk Registry (CRR LINK) minimize risk to the company. Enterprise level CRR risks include the following:

- Wildfire
- Electric transmission systemwide blackout
- Electric distribution overhead asset failure
- Cybersecurity attack or vulnerability
- Gas distribution main or service containment failure
- Third-party safety incident
- Large uncontrolled water release (dam failure)
- Gas transmission pipeline containment failure
- Contractor safety incident
- Large overpressure event downstream of gas measurement and control facility
- Employee safety incident
- Nuclear core damaging event

PG&E enterprise level risk response strategies include acceptance, reduction, transference, and avoidance. See RISK-5001P-01 Enterprise and Operational Risk Management Procedure.

1.5.3 Priority Planning Scenarios

PG&E correlates data gathered from CRR and Threat and Hazard Identification and Risk Assessment (THIRA) compiled by the FEMA National Risk Index (fema.gov) and county hazard mitigation planning teams. Using the integrated data set, PG&E develops a prioritization process for the CERP hazard annexes.

To identify a threat/hazard, the company considers two key factors:

- The likelihood of a threat or hazard affecting the company
- The challenge presented by the impact of a threat or hazard if it occurs

Hazard planning scenarios derived from THIRA include wildfire, earthquake, extreme weather, excess heat, flooding, cyberattack, electric capacity shortage, gas service failure/interruption, and uncontrolled water release due to a dam or levee failure.

Requirements and the revision process for updating CERP annexes are covered in EMER-2001S Company Emergency Response Plan Standard in the GDL. New regulations and compliance commitments also identify the need for developing a new CERP annex.

1.5.4 Access and Functional Needs (AFN)

PG&E understands the importance of identifying, educating, and providing safety notification during a Public Safety Power Shutoff (PSPS) event. To determine the list of AFN customers and/or households, PG&E uses the its internal databases (e.g., Customer Care and Billing [CC&B]). These customers are:

- Enrolled customers in the California Alternate Rates for Energy Program (CARE), Medical Baseline (MBL) Program, and Family Electric Rate Assistance Program (FERA)[1]
- Self-identified customers who require an in-person visit before disconnection for non-payment (e.g., vulnerable), have a person with a disability including blind, vision impaired, deaf, or hard of hearing in the household, live with a 65-year-old or older person
- Customers who have selected to receive utility communications in a non-standard format (e.g., in braille or large print)
- Customers who indicate a non-English language preference
- Self-identified customers with a person using assistive technology or medical equipment in the household

In addition, PG&E uses the definition of electricity dependent developed in collaboration with the joint Investor-Owned Utility (IOU) Statewide AFN Advisory Council. Electricity dependent individuals are defined per the Statewide AFN Advisory Council as being at an increased risk of harm to their health, safety, and independence during a Public Safety Power Shutoff. This includes but is not limited to:

- Medical and non-medical
- Behavioral, mental, and emotional health
- Mobility and movement

[1] The California Alternate Rates for Energy Program (CARE) and Family Electric Rate Assistance Program (FERA) are PG&E discount programs that help eligible customers afford their energy bills.

- Communication
- Individuals who require devices for health, safety, and independence

This definition is used to assist with resources planning and support during times of critical need.

PG&E maintains an EMER-3106M-01 Access and Functional Needs (AFN) Plan for Public Safety Power Shutoff support to AFN community members.

1.6 PG&E's Emergency Response Priorities

At PG&E, all emergency response activities are governed by the following priorities:

- Protect the lives of the public, PG&E coworkers, and others.
- Protect the health and welfare of the public, PG&E responders, and others.
- Protect the environment, public property, PG&E, and others.
- Inform customers, governmental agencies and representatives, the news media, and other constituencies.
- Restore gas and electric service and power generation.
- Restore critical business functions and move to resume business as usual.

Additionally, these priorities are maintained through all phases of the response to an emergency and are the foundations of the CERP:

- Consistent incident management, planning and response concepts, processes, and procedures
- Scalable staffing model to provide emergency support as needed across the enterprise
- The ability to respond to all emergency incidents safely, transparently and with a strong sense of urgency
- Alignment of PG&E's planning and response efforts with the needs of the communities it serves
- Procedures necessary to establish close working relationships with external emergency public entities consistent with the National Incident Management System (NIMS), Standardized Emergency Management System (SEM), and Incident Command System (ICS) principles

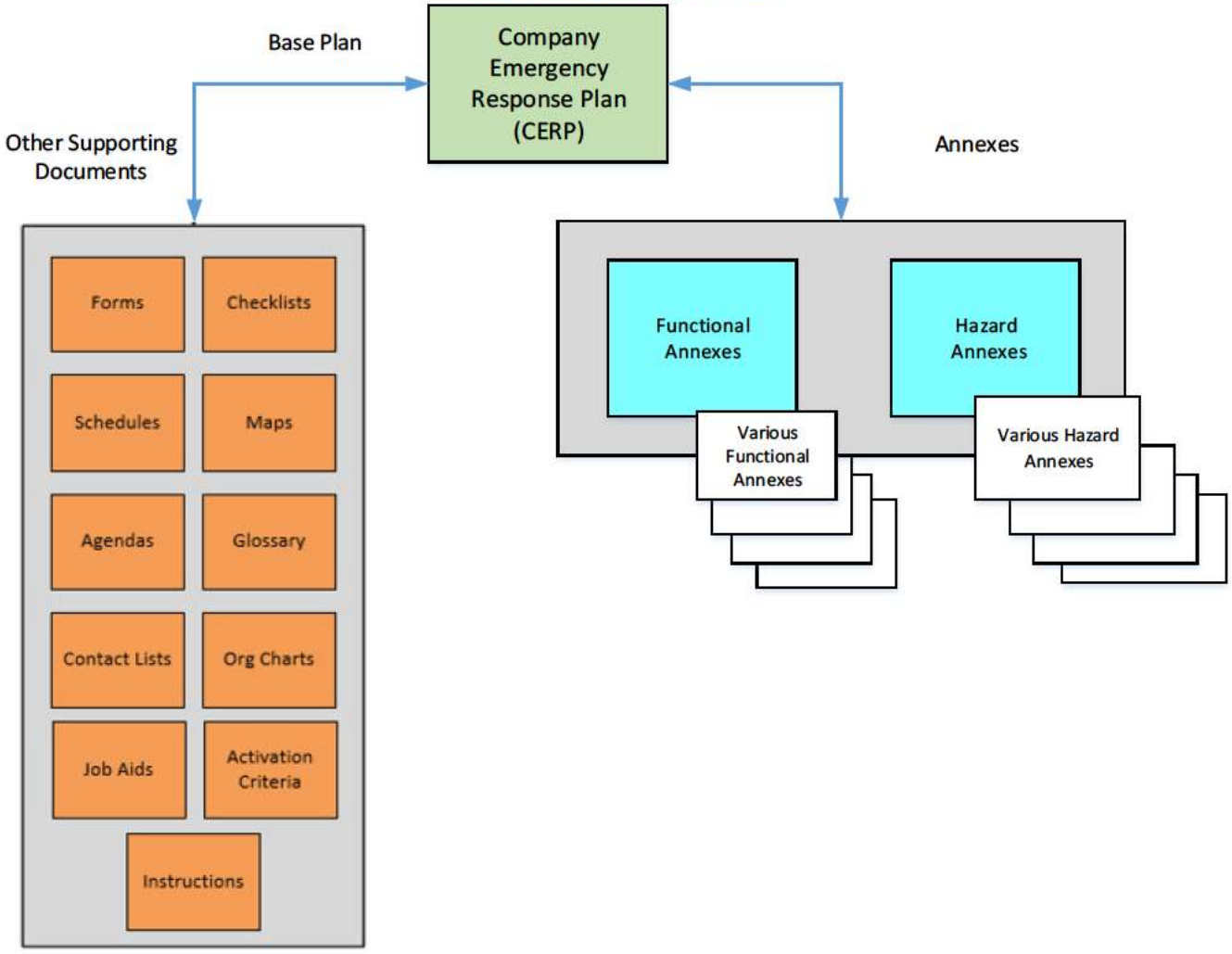
1.7 Document Organization and Annexes

The CERP flows from general emergency response concepts and guidelines to specific emergency management organizational structures, roles, responsibilities, and processes (refer to the CERP appendices and annexes).

The CERP consists of a base plan, annexes, and appendices (Figure 1-1: CERP Base Plan). The base plan is applicable company-wide and is generally referred to as "the CERP."

Technically, annexes are appendices to the base plan. However, they are packaged separately for ease of reference. There are two kinds of annexes: functional annexes and hazard annexes.

Figure 1-1: CERP Base Plan



PG&E uses other documents (checklists, forms, and job aids) to assist personnel with emergency roles and responsibilities.

Organized by section relative to the normal flow of emerging incident or event requirements, CERP sections 1-10 are compared in Table 1-1 to General Order (G.O.) 166 Standards. The California Public Utilities Commission (CPUC) promulgates and maintains G.O. 166 to provide regulatory guidance on how California investor-owned electric utilities prepare and respond to emergencies. G.O. 166 Standard 11 requires each utility to submit an annual report on compliance in relation to its fourteen component standards.

Table 1-1: CERP Organization Comparison to G.O. 166 Standards

CERP Section		Topic | Content	G.O. 166 Standard
	Document Organization, Front Matter	Table of Contents Lists of Tables and Figures Document approvals, controls, and change record	
1	Introduction	The Plan's purpose, scope, guiding principles, emergency planning assumptions, response priorities, plan maintenance, and regulatory authorities	1J. Changes in Procedures, Conditions, Law, or Commission Policy
2	Company Overview	PG&E's organizational and operational structure and customers	
3	Concept of Operation	PG&E's emergency plan activation, levels of emergencies, triggers and authorities to activate emergency centers, response sequence, and damage modeling	1D. External and Government Coordination 6. Initial Notification Standard 10. Annual Pre-Event Communication Standard 1A. Internal Coordination 5. Activation Standard 6. Initial Notification
4	Coordination and Communication	How PG&E disseminates emergency response information internally, to executives, to external stakeholders, and to the public	1A. Internal Coordination 1C. Media Coordination 1D. External and Government Coordination 4. Communications Strategy 8. Major Outage and Restoration Estimate Communication Standard
5	Emergency Management	How PG&E applies risk management to emergency response, planning assumptions, scenarios and planning, and conducting and evaluating emergency training	3. Emergency Training and Exercise 3D. 10-Day Annual Exercise Report Notice
6	Incident Management Concepts and Guidelines	PG&E's emergency management concepts and guidelines, including dual commodity response, unified command, emergency financial management and cost recovery	1A. Internal Coordination

CERP Section	Topic | Content	G.O. 166 Standard
7 EOC Staffing	PG&E's emergency teams, the company leadership, EOC organization and position descriptions	1A. Internal Coordination 1D. External and Government Coordination
8 Emergency Facilities	Emergency centers, control rooms, support and coordination centers, and emergency field sites, including mobile command vehicles (MCVs)	1A. Internal Coordination
9 External Relationships	PG&E's relationships with and responsibilities to industry organizations and local, state and federal agencies	1D. External and Government Coordination
10 Resource Management, Mutual Assistance, and Demobilization	Planning, tracking and management crew and material resources in relationship to emergency preparedness and response; mutual assistance agreements, strategy, process and documentation. Provides details on Edison Electric Institute. Resource Allocation Management Program and National Response Events; demobilization roles, responsibilities, and process	1I. Mutual Assistance 2. Mutual Assistance Agreement(s) 7. Mutual Assistance Evaluation Standard
11 Appendices	Supplemental materials, including annexes, to define or provide additional detail on acronyms and terms, the Incident Command System (ICS), meetings, agendas, schedules, MCVs, etc.	

Annexes are detailed emergency response plans for specific operations, functions, or hazards. They refer to the CERP and other annexes, or specific procedures. Annexes are reviewed annually and are structured similarly to the CERP. PG&E's Electric Annex is an example of a functional annex, whereas PG&E's Wildfire Annex is a hazard annex.

To access a copy of any annex, refer to the Guidance Document Library (PG&E@Work > Guidance Document Library > Emergency Response (EMER). Annexes are also referenced in the Company Emergency Response Plans Standard (EMER-2001S) and on the GDL.

1.8 Plan Maintenance

Maintenance of the Company Emergency Response Plan (CERP) is the responsibility of the Emergency Preparedness and Response (EP&R) organization and is delegated to EP&R Strategy and Execution (SE). EP&R SE is responsible for annually reviewing and editing the CERP. The CERP review team works with subject matter experts from across the enterprise to update the plan.

The CERP and functional and hazard-specific annexes are annually reviewed and approved in compliance with PG&E's emergency planning standard EMER-2001S. The CERP is published on the Guidance Document Library (GDL). An interim update to the CERP can be performed by completing the online change request.

EP&R will address suggested plan change requests and recommendations:

- Significant changes to roles and responsibilities, emergency organization, personnel call-out procedure, regulatory requirement changes, or other major area of the plan will be addressed within 60 days of receipt of the request.
- Proposed changes to the CERP are significant when they affect the emergency organizational structure, critical operations, key facilities, or execution of the plan The information will be addressed within 60 days of receipt as a bulletin update to the CERP. Bulletins serve as changes to plan documents when there is information that must be conveyed quickly and there is insufficient time to revise the parent document. As soon as possible, the new or changed information will be added to the parent document and the bulletin will be canceled.
- Minor changes to the plan (e.g., word changes, image updates, and formatting) will be held until the next formal plan update. These changes will be addressed during the annual plan update process, which takes place within the fourth quarter (Q4) of the calendar year.

Additionally, regarding the Cybersecurity Annex, EP&R and Cybersecurity will perform the following activities to meet the NERC CIP-008 requirements:

- Cybersecurity should notify EP&R of any changes to the NERC CIP requirement within 30 days.
- Within 60 days of a change to roles and responsibilities, cybersecurity incident response groups or individuals, or technology, Cybersecurity will update the Cybersecurity Annex and EP&R will notify emergency staff of the update.
- Within 90 days of a cybersecurity incident response (actual or exercise), Cybersecurity will provide lessons learned and will update the Cybersecurity Annex.

As part of the annual review process, EP&R revises the CERP training curricula for internal responders to the Emergency Operation Center (EOC). Additional training is implemented through specialized classes, the company-wide exercises, and practical exercises. PG&E's internal training and exercise program is a multi-year program that aims to socialize aspects of the CERP and focuses on procedures and specific hazards.

For more information about PG&E's training and exercises, see section 5, "Emergency Management".

1.9 Regulations and Authorities

The CERP, including the Base Plan and its Annexes, is reviewed and updated annually in accordance with PG&E's Company Emergency Response Plans Standard (EMER-2001S) and the California Public Utilities Commission (CPUC):

- General Order 166, "Standards for Operation, Reliability, and Safety During Emergencies and Disasters"
- General Order 112-F, "State of California Rules Governing Design, Construction, Testing, Operation, and Maintenance of Gas Gathering, Transmission, and Distribution Piping Systems," Subpart C, 143.6, "Compatible Emergency Response Standard,"[2] which cites federal regulation 49 CFR § 192.615, "Transportation of Natural and Other Gas by Pipeline: Minimum Federal Safety Standards: Operation - Emergency Plans"[3]

The CERP, including documentation of revisions, is filed annually with the CPUC. Sections containing confidential or sensitive information are filed under seal with the CPUC and are required to be redacted from any public release.

The CERP also complies with the North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) reliability standard for Cyber Security Incident Reporting and Response Planning CIP-008-05.

[2] G.O.112-F states that "All Gas utilities shall use, at a minimum, the Incident Command System (ICS) as a framework for responding to and managing emergencies and disasters involving multiple jurisdictions or multiple agency responses. The ICS used by utilities must be compatible with the ICS used by the first responder community within the State of California and as detailed in California Government Code Section 8607(a)." To access G.O.112-F see link above or http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M163/K327/163327660.PDF. Link validated 12/29/2022.

[3] For the text of 49 CFR § 192.615, see https://www.ecfr.gov/cgi-bin/text-idx?node=se49.3.192_1615. Link validated 12/29/2022.

2 Company Overview

2.1 Service Area

Pacific Gas and Electric Company, incorporated in California in 1905, is the largest combined natural gas and electric energy company in the United States. Headquartered in Oakland, California, the company is a subsidiary of PG&E Corporation". In total, PG&E service, territory, and assets include:

Area

- 70,000 square miles
- 47 of California's 58 counties
- Eureka in the north to Bakersfield in the south
- Pacific Ocean in the west to the Sierra Nevada in the east

Assets

- Employees, non-employee workers, and contractors[4]: 35,903
- Circuit miles of electric distribution lines: 106,681[5]
- Circuit miles of electric transmission lines: 19,086[6]
- Miles of gas distribution pipelines: 44,026[7]
- Miles of gas transmission pipelines: 6,433[8]
- Powerhouses in hydroelectric system: 67
- Reservoirs in hydroelectric system: 120

Customers[9]

- 5.5M electric customers (accounts)
- About 4.7M natural gas customers (accounts)[10]

[4] Employee and non-employee information from the GN 801 Employee and Non-Employee Report as of June 4, 2020. The GN 801 report is located at Headcount and Temp Assignment Reports - All Documents (sharepoint.com)

[5] In March 2017 PG&E expanded its Geographic Information System (GIS) technology to represent PG&E's distribution system more accurately.

[6] The information was validated with Transmission Asset Strategy and ET-GIS on 11/01/2022

[7] GP-1102 "Gas Distribution Mains and Services Asset Management Plan" 9/20/2023

[8] GP-1101 "Transmission Pipe Asset Management Plan" 8/24/2023

[9] Customer Data from https://www.pge.com/en_US/about-pge/company-information/profile/profile.page.

[10] GP-1103 "Customer Connected Equipment Management Plan" 9/20/2023

2.2 PG&E Organizational Structure

The PG&E Corporation continues to plan and incorporate new organizational leadership structure that is focused on increasing efficiencies in staffing and increasing strategic management. The major work streams are spread across the PG&E Utility and the Office of the CEO[11] listed in Table 2-1.

Table 2-1: PG&E Organizational Structure

Functional Unit	Responsibilities
Office of the CEO	
General Counsel, Ethics and Compliance	Responsible for Law, Litigation and Commercial Contracts, Legal Operations & Claims, Corporate Governance, Enterprise Records and Information Management, Risk and Compliance, and Corporate Compliance and Government Oversight
Finance	Responsible for Business and Performance Management, Treasury, Internal Audit, Tax, Investor Relations, Business Finance and Planning, and Controller
Customer & Enterprise Solutions	Responsible for Customer Engagement, Customer Operations & Enablement, Customer Care Business Operations, Residential Services & Digital Channel, Regional Teams (Bay Area, Central Valley, North Coast, North Valley & Sierra, South Bay & Central Coast) and Enterprise Lean Office, as well as Marketing & Communications
PG&E Operations	Responsible for Electric, and Gas Operations, Power Generation, Wildfire and Emergency Operations, Enterprise Health and Safety and Diablo Canyon Power Plant
Information Technology	Responsible for IT Office of the CIO, Data and Analytics, Products and Enterprise Platforms, Enterprise Strategy and Architecture, IT Asset and Cyber Risk Management, Corporate Security, and Application and Infrastructure Services
Engineering, Planning & Strategy	Responsible for Electric Engineering, Gas Engineering, Energy Policy and Procurement, Land Management; Corporate Real Estate Strategy & Service (CRESS), Aviation Services, Transportation Services, Environmental Management and Programs, Supply Chain Sourcing Operations, Contract Lifecycle Management, Supply Chain Market Intelligence and Analytics, Supply Chain Responsibility, and Supplier Quality Assurance
Corporate Affairs	Responsible for Federal Affairs, Regulatory Affairs and State Government Relations, and People

2.3 PG&E Regional Service Model

On February 26, 2021, and July 29, 2021, PG&E submitted updated regionalization proposals to the CPUC in compliance with the Assigned Commissioner's Scoping Memo and Ruling dated October 2, 2020[12]. On June 23, 2022, the CPUC approved PG&E's Regionalization Proposal.

[11] Structure as reflected in Who's Who organizational chart, September 28, 2023.

[12] Follow up to PG&E initial Regionalization Proposal filed with the CPUC on June 30, 2020, following directions contained in Decision ("D.") 20-05-053 in the Plan of Reorganization Order Instituting Investigation ("POR Decision")

Consistent with PG&E's regionalization proposals, the newly Regional Service Model regions are designed to:

- Align PG&E regional boundaries with county boundaries to provide greater clarity on PG&E points of contact for local officials.
- Align work standards for proximate counties with similar customer, geographic, weather, and operational characteristics.
- Capitalize on proximate travel corridors to facilitate the movement of company resources.

Figure 2-1: Regional Service Model Regions

Detailed region maps showing cities and county borders can be found at [Regional Service –Model - Home (sharepoint.com)].

2.4 Electric Operations and the CERP Electric Annex

The Electric Annex to the CERP focuses on two primary areas:

- Electric Transmission and Substation
- Electric Distribution

2.4.1 Electric Transmission and Substation

Electric Transmission ensures the safe, reliable, compliant, and event-free operation of our electric transmission system across short- and long-term planning horizons. Primarily responsible for grid operations, construction, operations and maintenance of substations, Electric Transmission manages PG&E's service territory from four regions—North Coast, North Valley, Central Coast, and South. Electric Transmission assets include:

- 19,086 Transmission circuit miles (60kV to 500kV)[13]
- 107 Transmission substations
- 2 Transmission Control Centers.[14]

[redacted]

Figure 2-2: Electric Transmission

See Appendix B for map

[13] The information was validated with Transmission Asset Strategy and ET-GIS on 11/01/2022

[14] Transmission control center information provided by Emergency Management Specialist Transmission, 6/18/2019.

2.4.2 Electric Distribution Operations

Electric Distribution Operations ensures PG&E is safely maintaining, constructing, and operating its electric distribution system. This group is also responsible for restoration, system operations, and the execution of PG&E's Reliability Programs, Corrective Maintenance, and Preventative Maintenance. Electric Distribution Operations manages the service territory in five regions—North Coast, Bay Area, North Valley & Sierra, and South Bay & Central Coast. Electric Distribution works throughout the service territory in nineteen divisions and thirty-seven districts. Electric Distribution assets include:

- 100,000-line circuit miles[15]
- 769 Distribution substations[16]
- 3 Distribution Control Centers – North, Central, and South

Figure 2-3: Electric Distribution Regions and Divisions

See Appendix B for larger map

For further information on Electric Transmission and Distribution operations, refer to the Electric Operations: The Light Behind PG&E's Blue (sharepoint.com) site.

2.4.3 Gas Operations

PG&E Gas Operation (Figure 2-4: Gas Operations

See Appendix B for a larger map

[redacted]

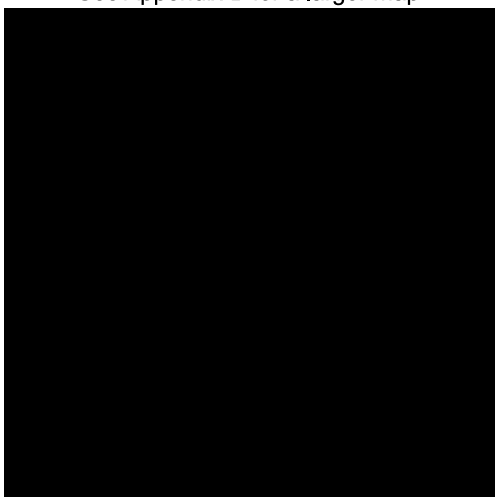
) includes transmission, distribution, storage, and the gas control center (GCC).

[15] Verified by Asset Maintenance and Inspection, 06/24/2019.

[16] Verified by Substation Asset Management and also confirmed by SEC 10-K report (for FY ending Dec 31, 2018), page 17.

Figure 2-4: Gas Operations

See Appendix B for a larger map



Transmission

- 7 Transmission field service areas[17]
- 12 Transmission districts
- About 6,800 miles of transmission pipeline
- Transports gas from interconnections with interstate pipelines owned by third parties that feed natural gas from all the major natural gas basins in western North America, including western Canada, the U.S. Southwest, and the Rocky Mountains
- Moves gas into and out of PG&E's 3 underground and other third-party owned natural gas storage facilities
- Feeds the distribution system directly

Distribution

- Distribution regions – North and South
- 18 distribution divisions
- ~42,000 miles of distribution pipeline

Storage

- 3 underground storage facilities:
  - McDonald Island
  - Los Medanos
  - Pleasant Creek

[17] Figure 2.2 Field Services Areas, GERP version 6.0 p. 2-8.

(**Note:** Though not decommissioned, Pleasant Creek has been reclassified as shut in and is not an actively leveraged storage facility.)

Gas Control Center

- Located in San Ramon and includes:
  - Gas Dispatch and Scheduling
  - Gas Transmission Control Center (GTCC)
  - Gas Distribution Control Center (GDCC)

2.4.4 Power Generation

Figure 2-5: PG&E's Generation System

See Appendix B for larger map and details

Figure) business consists of hydroelectric, fossil, and solar generation.[18]

Hydro Generation

- About 3,900 megawatts of generation from 25 FERC Project Licenses
- 66 powerhouses with:
  - 105 generating units
  - 170 dams
  - 173 miles of canals
  - 132 miles of tunnels
  - 65 miles of pipe (penstocks, siphons and low head pipes)
  - 43 miles of flumes
  - 4 miles of natural waterways
- Additional detail for each hydro area may be found on the PG&E's Generation System map located at the About Power Generation (pge.com).

Fossil Generation

- About 1,400 megawatts of generation
- Gateway Generating Station

[18] Updated by Power Generation Public Safety 07/2018.

- Humboldt Bay Generating Station
- Colusa Generating Station

Solar Photovoltaic Generation

- 252 megawatts of solar photovoltaic generation with nine solar stations located south of Fresno and one small solar station located just east of Vacaville.

2.4.5 Nuclear

The Diablo Canyon Power Plant (DCPP) is PG&E's nuclear facility locate d on approximately 1,000 acres in San Luis Obispo County (Figure 2-6).

DCPP includes [19]

- 2,240 MW total plant generation capacity
- 2 Westinghouse Pressurized Water Reactor units
- 18,000 gigawatt-hours of electricity annually
- About 12,000 acres of land that is managed by PG&E

The Humboldt Bay Power Plant is PG&E's decommissioned nuclear facility consisting of independent spent fuel storage installation (ISFSI).

Figure 2-6: Nuclear Generation

See Appendix B for larger map

2.5 Customer

PG&E serves approximately 5.5 million electric customer accounts and 4.5 million natural gas customer accounts.

Customers are categorized based on public safety considerations, potential impact(s) resulting from a sustained outage and CPUC requirements for service reliability.

Customer Care is responsible for emergency related customer service operations, including services provided under Customer Engagement, Customer Operations & Enablement, Customer Care Business Operations, and Residential Services & Digital Channel.

2.5.1 Critical Customers

Critical customers fall into three key categories:

[19] DCCP statistics and map validated by Nuclear Communications Senior Manager, Communications 06/12/2017.

- Public safety impacting
- Community impacting
- Higher education/universities or schools K-12

Public safety impacting customers provides or supports the emergency response needs within their communities, including:

- Critical Customer 1 (CC1) designated customers may include 911 dispatch centers, emergency operations centers, trauma centers/hospitals or police/fire stations.
- Supporting CC2 designated customers may include evacuation centers/shelters, kidney dialysis centers, public transportation centers, or water treatment/sewage plants

Community-impacted customers are further clarified and prioritized by two levels based on overall community needs and impact during an event, including:

- High (CC3) to Med-Low (CC4) Impact Customers are critical customers that may experience significant loss (physical damage, data, revenue, etc.) in the event they experience a sustained outage
- High (CC3) to Med-Low (CC4) Profile Customers are critical customers that may attract significant public scrutiny in the event they experience a sustained outage

Customer support examples may include 24-hour operations facilities, arenas/ coliseums, food refrigeration/food processing or call centers.

Critical customers are monitored in the Outage Information System/Outage Management Tool (OIS/OMT) for priority restoration and communications during an unplanned outage event.

For further information about critical customers, refer to the Customer Care Emergency Response - Home (sharepoint.com) site.[20]

2.6 PG&E Emergency Preparedness Departments

The PG&E emergency management structure includes dedicated full-time and on-call staff whose primary responsibilities are emergency management related. Other teams stand up as needed.

The Emergency Response Teams and certain work facilities, such as the Control Centers, are PG&E departments and/or facilities whose primary function is to manage day-to-day FA operations as well as level 1 thru level 3 emergency incidents, as well as to prepare for and support PG&E's emergency response. Some teams are made of cross-functional personnel.

[20] Complete URL: [redacted]

PG&E Incident Management Teams (IMTs) are identified and ready to quickly mobilize when needed to prepare for an event or respond to an incident, as described in section 8, "Emergency Facilities and Coordination Centers".

2.6.1 Wildfire & Emergency Operations

PG&E's Wildfire and Emergency Operations (WEO) organization is responsible for oversight of PG&E's wildfire and emergency preparedness operations and associated mitigations. In line with regulatory policies and practices, WEO responsibilities include the development and maintenance of consistent processes and work standards associated with sustainable wildfire and emergency response preparedness operations.

The WEO organization includes, Meteorology and Fire Science, Wildfire Operations, Enhanced Powerline Safety Settings, Public Safety Power Shutoff, Emergency Preparedness and Response and Emergency Field Operations. WEO partners with leaders in PG&E Operations and other FAs to develop and recommend a strategic direction for emergency preparedness, emergency response and public partnerships.

2.6.2 Emergency Preparedness and Response

Reporting to PG&E's Senior Vice President of Wildfire & Emergency Operations, PG&E's Emergency Preparedness and Response is the enterprise component for emergency preparedness, prevention, response, mitigation, recovery, and related initiatives. EP&R also supports enterprise situational awareness through the Hazard Awareness Warning Center and seismic and geologic risk through Geoscience.

The Strategy and Execution (SE) subcomponent of EP&R is organized to cover Safety, Planning, Prevention, Training an Exercise, and Response. Core initiatives and projects implemented by EP&R SE include:

- Life safety planning and support across the enterprise.
- Developing corporate emergency strategy, preparedness, response, and business continuity policies, standards, and procedures.
- Maintaining and promoting PG&E's company-wide emergency response and business continuity plans.
- Supporting PG&E functional areas and cross-functional teams to develop, review and test functional, and hazard-specific annexes and business continuity plans (BCPs).
- Integrating Information Technology (IT) disaster recovery planning with emergency response planning to minimize or eliminate impacts to PG&E service delivery.
- Sponsoring internal and external emergency preparedness events
- Conducting annual company exercises and functional/hazard-specific exercises.
- Maintaining the Emergency Operations Center (EOC), including displays of and access to technologies and systems used to provide situational awareness.

- Developing tools, personnel, and processes, and having them in place **before** a large disaster strikes.
- Establishing processes that are scalable to any hazard.
- Developing new technologies in the areas of damage modeling, earthquake early warning systems and identification, and prioritization of natural and human-caused hazards and risks.
- Partnering with Corporate Security to operate the LiveSafe application[21] focused on employee safety.
- Facilitating PG&E Lean Key Performance Indicator (KPI) Visual Management, Operating Review, Problem Solving, and Standard Work emergency management plays.

2.6.3 Emergency Field Operations

Reporting to PG&E's Senior Vice President of Wildfire & Emergency Operations, PG&E's Emergency Field Operations organization is responsible for gas and electric emergency preparedness and response through the Gas Emergency Preparedness Team and Electric Emergency Management team, relationships with our first responder community and counties through the Public Safety Specialists and asset protection and wildfire response through the Safety Infrastructure Protection Teams.

2.6.3.1 Gas Emergency Preparedness

The Gas Emergency Preparedness [GEP] Team is responsible for overseeing Gas Operation's incident preparedness and response programs, which include planning, training, conducting exercises, and responding to emergency incidents.

GEP performs the following functions:

- EMER-6010S Executes Gas Emergency Response Plan training, exercise, and evaluation
  , responds to emergency centers, supports gas incidents, Levels 2 through 5
- Promotes incident management doctrine and principles within Gas Operations
- Develops and maintains the Gas Emergency Response Plan (GERP)
- Conducts annual emergency response plan training and exercises
- Facilitates the use of the PG&E Corrective Action Program (CAP) following gas incidents and exercises, which may include hosting one or more of the following: Hot Wash Discussions, After Action Reviews (AAR)
- Implements continuous improvement/corrective action items related to Gas Operations incident preparedness and response program (inclusively)

[21] For further information on the LiveSafe application, refer to PG&E intranet site [redacted]

- Submits incident response plans annually to the California Public Utilities Commission (CPUC)
- Participates in industry benchmarking on Emergency Management solutions and best practices
- Organizes, trains, and equips Gas Emergency Center teams and facilities
- Supports overall business continuity for gas operations

In addition to the functions listed above, the GEP Team also provides Incident Command (IC) Advisors for the Gas Emergency Center (GEC) if activated, and for any activated Gas Incident Command Posts (ICPs).

Gas EPCs maintain 24/7/365 rotational on-call status for emergencies and respond to Gas Emergency Centers and the PG&E Emergency Operation Center upon notification of a gas incident or emergency center activation. The Gas Emergency On-Call Hotline is [redacted]

2.6.3.1 Electric Emergency Management

The Electric Emergency Management [EMS] Team is responsible for overseeing Electric Operation's incident preparedness and response programs, which include planning, training, conducting exercises, and responding to emergency incidents.

- Promotes incident management doctrine and principles within Electric Operations
- Develops and maintains the Electric Annex
- Conducts annual emergency response plan training and exercises
- Facilitates the use of the PG&E Corrective Action Program (CAP) following electric incidents and exercises, which may include hosting one or more of the following: Hot Wash Discussions, After Action Reviews (AAR)
- Implements continuous improvement/corrective action items related to Electric Operations incident preparedness and response program (inclusively)
- Submits incident response plans annually to the California Public Utilities Commission (CPUC)
- Participates in industry benchmarking on Emergency Management solutions and best practices
- Organizes, trains, and supports Electric Emergency Center teams and facilities
- Supports overall business continuity for electric operations

In addition to the functions listed above, the EMS Team also provides 24/7/365 rotational on-call status for emergencies and responds to Operations Emergency Centers and Region Emergency Centers upon notification of an electric incident or emergency center activation.

2.6.4 Diablo Canyon Power Plant Emergency Preparedness

The Senior Vice President and Chief Nuclear Officer is responsible for overall emergency preparedness at Diablo Canyon Power Plant (DCPP). Day-to-day management is delegated to the Emergency Planning Manager whose department:

- Ensures a highly trained Emergency Response Organization (ERO) is ready to respond
- Prepares and updates detailed emergency plans and procedures
- Maintains emergency response facilities, equipment and resources within strict federal regulations that govern the program, including
  - The ERO's rotating on-call teams to ensure that continuous 24-hour operations can be sustained
- Coordinates emergency preparedness integration with local, state and federal government agencies and the PG&E Corporate Emergency Preparedness and Response organization

2.6.5 Power Generation Emergency Preparedness

The Power Generation Emergency Preparedness team supports hydro, fossil, and solar generation. Team members include subject matter experts from Generation O&M, EP&R Planning and EP&R Training and Exercises. The team is responsible for:

- Maintaining the Power Generation Annex to the CERP, the Canal Entry Emergency Response Plan, the Hydro Area Emergency Operating Plans (EOPs), the Fossil Emergency Action Plans (EAPs) and the Dam Emergency Action Plans (EAPs)
- Conducting annual training and exercises on emergency response plans
- Supporting Power Generation personnel during emergency incidents

2.7 PG&E Emergency Management Organization

PG&E's Emergency Management Organization is comprised of Company Leadership and EOC staff positions:

- Company leadership is chaired by the CEO of PG&E Corporation, or a President of PG&E Company designated by the CEO, and includes executives representing all areas of the company.
- The command staff is led by the EOC Commander (IC) and includes the Deputy EOC Commanders and Support Staff (see section 7.1, "EOC Command Staff").
- The general staff consists of five sections: Operations, Intelligence & Investigation, Planning, Logistics, and Finance & Administration.

Officers and Section Chiefs have additional direct reports; each Officer and EOC Section is described in detail further in this section. In the EOC, sections are distinguished by the color of the vest worn while on duty. Other PG&E emergency centers will have the same ICS staffing structure.

2.8 Wildfire Risk Command Center

Announced on March 17, 2021 and currently operating out of PG&E's Oakland General Office, the Wildfire Risk Command Center is tasked with providing visibility into the execution of PG&E's 2023 Wildfire Mitigation Plan. Use of the Oakland facility enables quick, in-person decision making to ensure wildfire risk reduction is progressing as planned.

2.9 Incident Teams

Trained to work at a variety of locations, including the Company EOC or an Incident Command Post (ICP), PG&E emergency incident teams operate at multiple organizational levels. Incident teams may contain only overhead staff (ICS officers, chiefs, and commanders) or up to a full complement of support incident staff positions. Incident teams may consist of on-call staff and other coworkers called in to respond to an incident.

2.9.1 Incident Management Teams

An Incident Management Team (IMT) consists of Incident Command System (ICS) Command and General Staff personnel assigned to an incident. IMTs, when assembled, have direct authority to plan and execute field response.

When activated, PG&E IMT Command Staff report directly to the Incident or Event Commander and include for PG&E the Public Information Officer, Safety Officer, Liaison Officer, and Customer Strategy Officer. PG&E IMT General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections. In some incidents General Staff may also include, consistent with California SEMS regulations[22], an Intelligence & Investigations Function.

2.9.1.1 Gas Incident Management Teams

PG&E Gas Operations uses regionally based IMTs, with one team identified per PG&E region. Gas IMT members typically report to a designated Incident Command Post but may support remotely in the event of a virtual activation.

2.9.1.2 Electric Incident Management Teams

PG&E's Wildfire & Emergency Operations, Emergency Field Operations maintains three Electric Incident Management Teams in preparation for deployment as required by PG&E's EOC Commander. On-call and ready to deploy in support of OECs and RECs based on a pre-determined schedule, these ICS trained and experienced IMTs may be

[22] California SEMS Regulations

dispatched anywhere within the service area where incident management command, control, and coordination are needed.

Details on Electric IMT ICS Command and General staff positions and responsibilities can be found in CERP Electric Annex subsection 2.2.11 and EMER-4501S, Electric IMT Framework.

Electric IMTs are deployed for a maximum of 21 days for a single incident or event.

2.9.2 Incident Support Teams

An incident team operating at the Gas Emergency Center is called an Incident Support Team (IST).

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3 Concept of Operations

PG&E uses the same emergency activation framework as the California Standardized Emergency Management System (SEMS) Operational Area concept in the context of emergency organizational structure and levels, with emergencies beginning at the local level (Level 1), which is PG&E's base emergency posture.

3.1 Incident Classification

To ensure a well-coordinated and consistent emergency response, PG&E developed a five (5)-tier incident classification scheme. The incident classification scheme ranges from Level 1, which represents a smaller, localized incident, to Level 5, which represents a larger, more companywide incident. The incident classification scheme puts into context an incident's complexity and the actions that may be required. Appendix C, "Levels of Emergency and Activation Criteria for PG&E," provides a summary of potential impact to PG&E's primary functional areas.

Table 3-1: Incident Classification Levels

Level		Response
Catastrophic	5	• Incident includes multiple emergencies, affects many customers, business operations • Significant cost and infrastructure risk/damage • Full mobilization of PG&E, contractor, and mutual aid resources • May have heavy media interest and actual reputational risk • EOC and Executive Team are activated
Severe	4	• Incident includes extended multiple incidents and affects many customers • Escalating company impact • Resources, contractors and mutual aid may be shared between regions • May have heavy media interest and potential reputational risk
Serious	3	• Incident involves large numbers of customers • Resources may need to move between regions • Potential increased, actual or imminent negative media interest
Elevated	2	• A pending or local incident that requires more than routine operations • Resources may need to move within the region • Increased media interest
Routine	1	• Incident involves a relatively small number of customers • Local resources are sufficient • Little to no media coverage

3.1.1 Level 1 Incidents

Declaration of Level 1 incidents are identified and managed locally following existing procedures. The on-scene Initial Assessment Team, working through their chain of

command, assesses the incident and determines if the necessary actions to address the issue can be handled by local resources in a reasonable amount of time. If additional incident management support and resources are needed, the local Incident Commander will notify the on-call EOC Commander about the nature of the incident.

3.1.2 Level 2 Incidents

Declaration of Level 2 incidents are identified and locally managed following existing procedures. The on-scene Initial Assessment Team, working through their chain of command, assesses the incident and determines if the necessary actions to address the issue can be handled by local resources. If it is determined that: (1) the necessary actions require a larger amount of time; (2) assigning additional staff to the incident may be necessary; or (3) there is a potential for an escalation of the incident, a Level 2 incident may be made. If additional incident management support and resources are needed, the local Incident Commander will notify the on-call EOC Commander about the nature of the incident.

3.1.3 Level 3 Incidents

Declaration of Level 3 incidents are locally identified or by other sources (911 Stand-by, PG&E Control Centers). On-scene Initial Assessment Team, their chain of command, and the on-call EOC Commander together will determine if the necessary actions to address the issue can be handled using local or regional resources. Part of this determination will also include whether company emergency centers will need to be activated (actual or virtually) to support operations.

The decision to activate emergency centers is based on whether a response to the emergency will be served by managing local operations and resources and whether prioritization for the use of resources is necessary at a higher level.

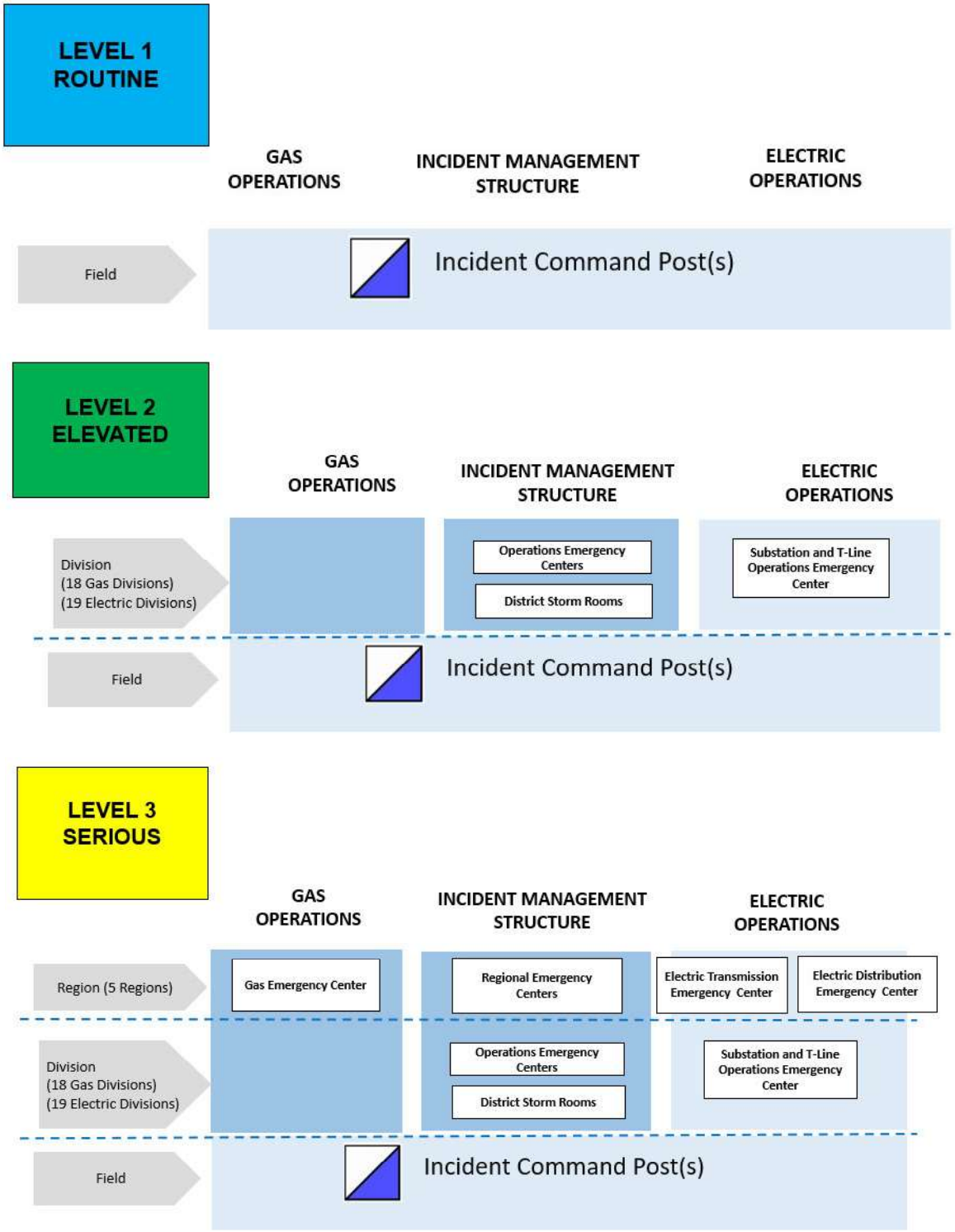
3.1.4 Level 4 and Level 5 Incidents

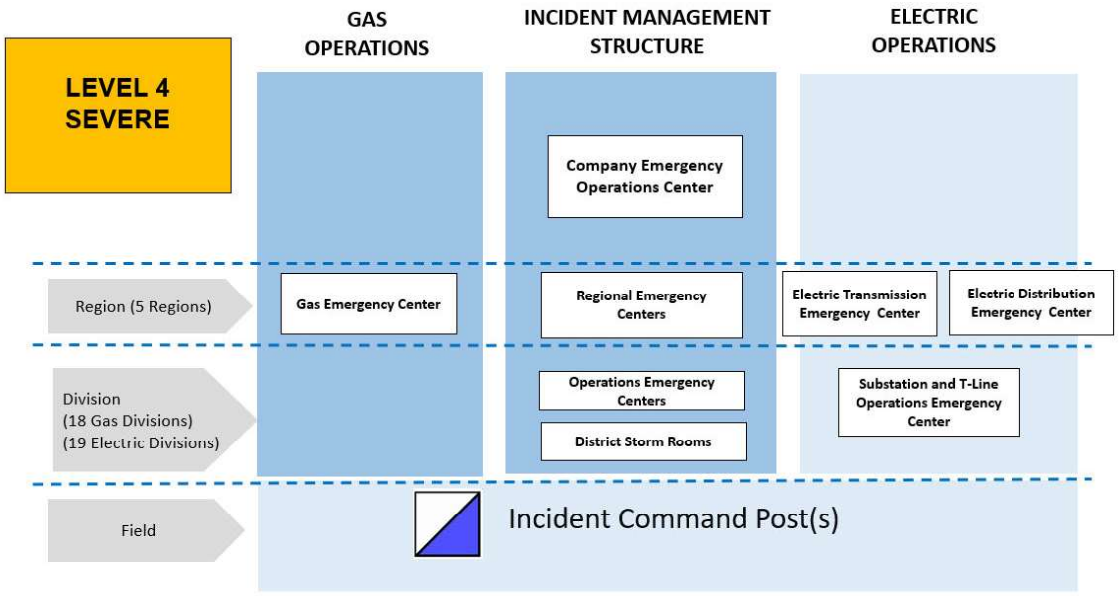
Declaration of a Level 4 or Level 5 incident are usually identified by control centers or warning centers but there are instances where local staff may identify an incident (i.e. terrorism) that has the potential to escalate to a higher classification. In the instances where control centers and warning centers identify the issue, the on-call EOC Commander will determine the appropriate incident classification level. For incidents identified by the local PG&E staff, the incident level will be discussed in accordance with the process discussed in section 3.1.3 Level 3 Incidents.

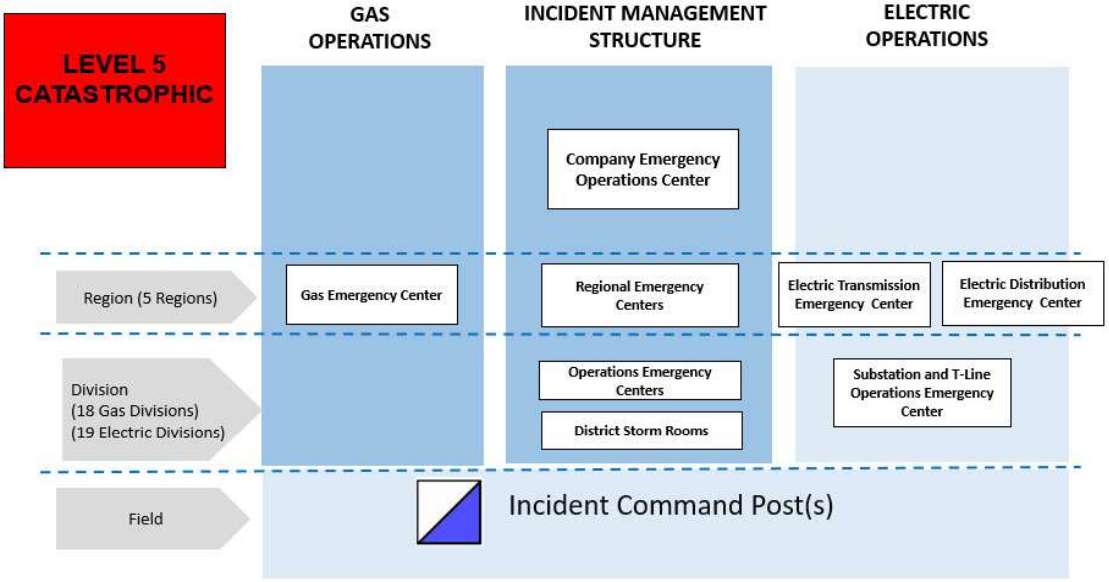
3.1.5 PG&E Operations Facilities and Scaled Incident Activations

Figure 3-1 provides a graphic representation of the relationship between PG&E emergency operations facilities and incident field operations for Level 1-5 company activations. Recognizing that most incidents start at the local level, PG&E's CERP describes a tiered approach to emergency operations scaling from routine to elevated, serious, severe, and as require, catastrophic incident management and support.

Figure 3-1: PG&E Operational Levels and Emergency Facilities





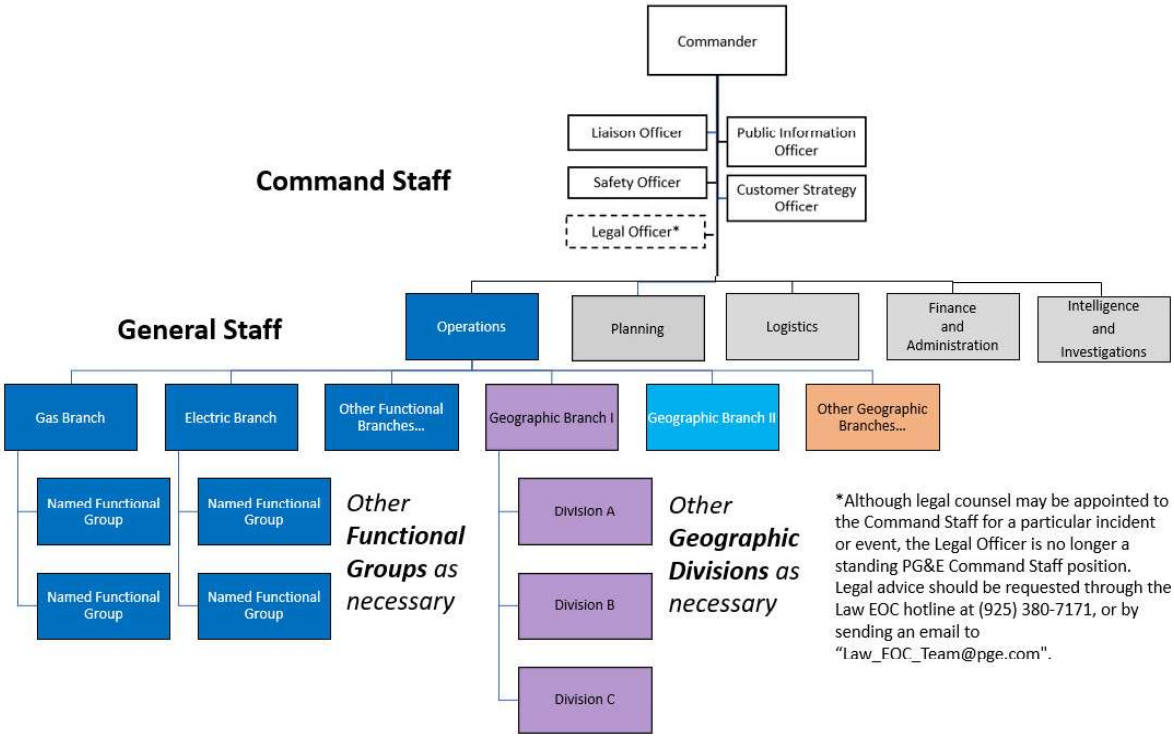


Consistent with Utility Standard EMER-4510S, Operations Emergency Center (OEC) Activation Requirements, the Company Emergency Operations Center (EOC) will generally not activate for an incident that can be managed or supported out of a division level Operations Emergency Center (OEC), or at a regional level Regional Emergency Center (REC) activated in support of one or more OECs. From a unity of command perspective, PG&E responders must adapt to the evolving command, control and coordination and communication relationships as incidents scale during increasingly complex operations.

Specifically, from the field to OEC, RECs or the GEC and at the Company EOC, each company level will manage incident or event operations under standard ICS Command and

General Staff[23] task organization. This may include the establishment of temporary incident or event specific ICS functional Branches and Groups and/or geographic Branches and Divisions. In general, incident resources may be moved within company regions as needed; EOC approval is not normally required.

Figure 3-2: ICS Command & General Staff Task Organization Example



3.2 Emergency Plan Activation

PG&E incident management and support may activate in support of pre-planned events or emergent or no-notice incidents due to factors outside of PG&E's control.

3.2.1 Bottom-Up Activation

For most all-hazard incidents, PG&E incident command and support operations scale from the "bottom up," beginning with Company OEC or REC activations, and then a Company EOC activation when certain guidance thresholds are exceeded (e.g., customers outages).

[23] Operations, Planning, Logistics, Finance and Administration, and Intelligence and Investigations.

3.2.2 Top-Down Activation

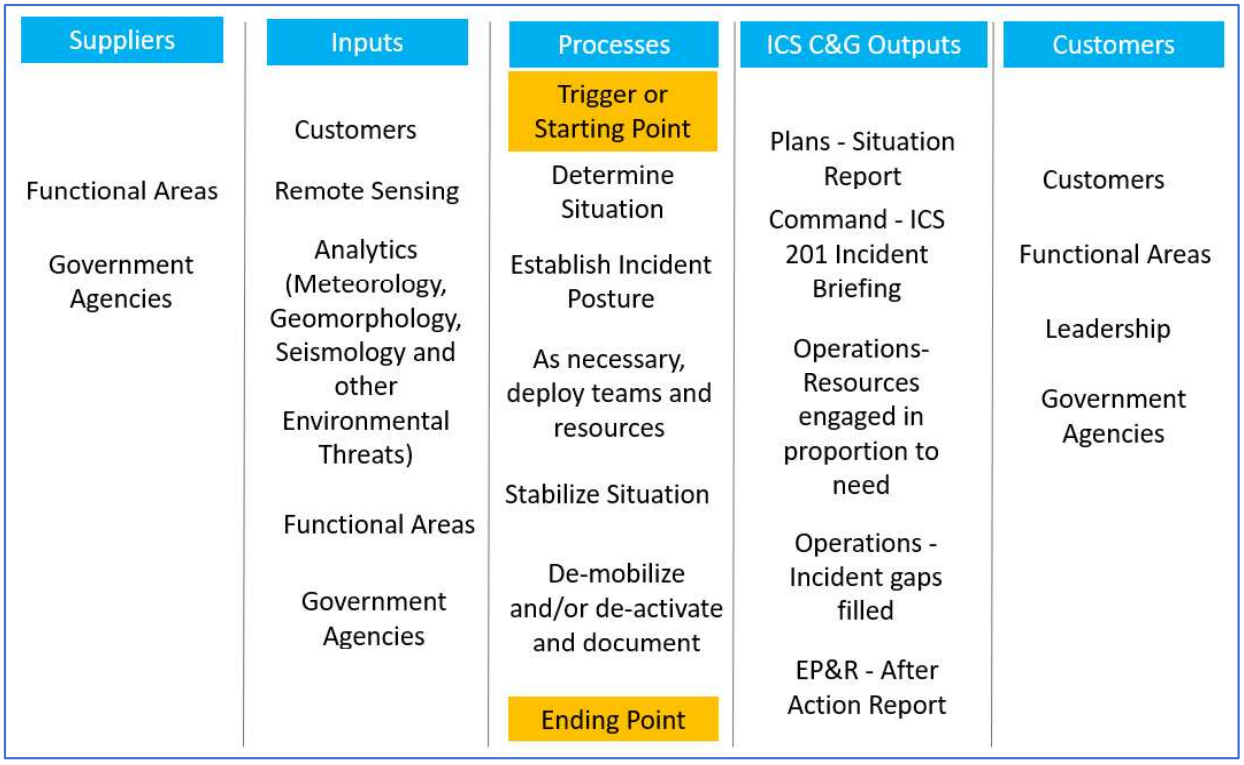
When activating for pre-planned events, Incident Command System (ICS) General Staff leaders and coworkers receive guidance and direction from Command support positions with specialized knowledge in relation to the declared event.

For PSPS events for example, PG&E's PSPS Officer in Charge (OIC), with input from the Company's EP&R Vice President, on-call EOC Commander, and a representative from PG&E's Meteorology department may decide to activate the Company EOC for event management aimed at eliminating fire ignition potential.

3.3 Incident/Event Plan Integration and Support

While all incidents and events are different, there are common incident/event management process points for ICS Command and General Staff at all PG&E operational levels (i.e., field, division, region, EOC), as shown below in ICS Command & General Staff Suppliers, Inputs, Processes, Outputs, Customers (SIPOC)[24] diagram.

Figure 3-3 ICS Command & General Staff Suppliers, Inputs, Processes, Outputs, and Customers



Generally, PG&E will not activate the Company EOC for incidents that can be managed out of one of the19 division-level Operations Emergency Centers (OECs), or at a

[24] ECI Client Portal - SIPOC - All Documents (sharepoint.com)

regional level Regional Emergency Center (REC) activated in support of one or more OECs.

3.4 Emergency Center Activation

Any PG&E emergency operations center Commander, Incident Commander or FA Leader can request activation of the Company EOC by contacting the Director of EP&R SE. The Director of EP&R SE will consult with the Vice President of EP&R and the on call EOC Commander and determines activation status. Use the EOC Activation Checklist to request EOC activation.

The Diablo Canyon Power Plan on-call Emergency Response Organization Lead will be notified of all activations of the Company EOC. Other emergency center activation protocols, including REC or OEC, are located in the FA functional annexes.

3.5 Emergency Response Sequence

The following sections discuss preparing for and responding to emergencies. PG&E's emergency readiness and response sequence may be summarized by the following seven steps:

- Pre-incident Readiness
- Make Safe and 9-1-1 Standby
- Establish Command
- Notify
- Assess Damage
- Restore
- Demobilization[25]

3.5.1 Pre-Incident Readiness

When an impending incident is determined, PG&E takes proactive actions to prepare for the potential incident. These actions include, but are not limited to:

- Conference calls
- Placing personnel on alert status
- Advising employees to pack overnight bags
- Reviewing emergency plans
- Identifying key personnel available for restoration activities
- Pre-staging personnel and/or equipment

[25] For further details on the demobilization of labor and material resources, refer to section 9.3.

- Evaluating supplies and equipment
- Canceling or postponing non-critical meetings
- Conducting or reviewing damage modeling projections

3.5.1.1 On-Call Teams

The PG&E staffing plan uses eight phonetic alphabet designated[26] EOC teams. Outlined in detail in the EOC staffing plan document contained in the 2021 EOC 8 Team Roster folder on the EOC Resources SharePoint Site, this new EOC staffing plan establishes a rotating 24-hour (day/night) paired response team capability, as show in Table 3-2.

Table 3-2: Example Rotating EOC Team Schedule

Week	Day Shift	Night Shift
1	Alpha	Bravo
2	Charlie	Delta
3	Echo	Foxtrot
4	Golf	Hotel

As required, on-call EOC staffers may switch roster assignments with other qualified position personnel. Teams for the other Emergency Centers and Facilities (Control Centers, Support and Coordination Centers) can be found in the respective FA Functional Annexes.

3.5.2 Make Safe and 9-1-1 Standby

For those situations where hazardous conditions have been identified and prompt attention is required, (e.g., wire down), field crews are responsible to "make safe" any incident before restoration can begin. For additional details, refer to the Make Safe sections in the Gas Emergency Response Plan (GERP) Annex and the Electric Annex.

A 9-1-1 callback process within PG&E has been implemented to ensure timely response to public safety agencies standing by PG&E facilities. PG&E deploys standby personnel to relieve public safety agency personnel until qualified gas or electric resources are available to assess and repair PG&E facilities. For additional information, refer to the 9-1-1 Standby sections in the GERP Annex and Electric Annex.

3.5.3 Establish Command

EOC and Field Incident Commanders (IC) have the authority to make decisions and commit resources consistent with the scale of the emergency and PG&E's delegation of

[26] See Appendix H for phonetic alphabet designation description.

authority. As part of the EOC On-call Teams program, EP&R SE maintains a list of pre-designated qualified Incident Commanders.

Consistent with company delegations of authority, the Director of EP&R SE may activate the EOC. Predesignated personnel from different functional areas have been assigned to on-call teams and may serve in any type of emergency at the discretion of the Director of EP&R SE.

3.5.4 Notifications

3.5.4.1 Internal Call-Out Procedures

Each emergency center maintains call-out procedures to ensure adequate staffing levels for any and every emergency.

3.5.4.2 FA Notification

FA call-out procedures can be found in their associated functional annexes.

For escalating incidents, each functional area maintains appropriate notification processes, electronic mail, and paging lists to notify personnel about the emergency and provide reporting and contact information. Personnel report to pre-designated emergency center locations or to another assigned location within the notified time period appropriate to the incident.

3.5.4.3 Automated Roster Callout System

Automated Roster Callout System (ARCOS) is a tool that enables PG&E to quickly obtain real-time views (Figure) into:

- Crew Locations
- Who is available to work
- Personnel cost tracking
- Additional information regarding ARCOS can be found in the Electric Annex.

Figure 3-4: ARCOS – Automated Roster Callout System

3.5.4.4 EOC Staff Changes

Updates to the EOC Roster are critical to Everbridge notifications and the creation of an accurate ICS-203 EOC Organization List.docx providing information on the incident response organization, personnel assigned, and primary and secondary contact information. When replacing or temporarily substituting qualified EOC rostered

personnel, functional units must immediately request a change to the EOC Staffing Plan using the Staffing Edit Request QR code (Figure) or by filing out the form at EOC Staffing Plan Edit Request (office.com).

Figure 3-5: Staffing Edit Request QR Code

Information submitted through the EOC staffing edit request process populates initial and subsequent Incident Action Plan ICS-203 documents, providing contact information for activated incident/event personnel in support of EOC communications and communications across the PG&E enterprise.

3.5.4.5 EOC Notification (Everbridge)

When possible and for most incidents and events, notification to the EOC on-call teams are initiated by the Director of EP&R SE. Everbridge (EVBG) is the method used to contact on-call teams and request their status and direct them to report. EOC on-call staff will be sent an EVBG message with important reporting details such as:

- Type of emergency incident
- Where to report (EOC or AEOC or other location)
- When to report
- Safety and Security instructions
- Required personnel protective equipment

The EVBG message may also ask whether on-call rostered personnel are safe and able to report for duty. Responses will be in the form of pushing a numeric key on the phone. Messages may be sent via landline, Short Message Service (SMS), text and email. EVBG message recipients should respond to the messages they receive.

To ensure timely receipt of Everbridge notifications, all personnel are required to maintain updated emergency contact information in the “About me” tab of PG&E@work For Me.

3.5.4.6 Diablo Canyon Notification

At Diablo Canyon, Emergency Response Organization (ERO) notification should occur immediately after an emergency has been declared by the shift manager. ERO personnel will staff pre-designated Emergency Response Facility locations within 60 or 90 minutes upon the declaration of an Alert or higher emergency per the Diablo Canyon Power Emergency Plan.

3.5.4.7 External Notification

Once the EOC is activated, the EOC Coordinator in the EOC, is responsible for ensuring all required regulatory notifications are made. The EOC Coordinator is responsible for documenting and providing records of these notifications to the Documentation Unit in the EOC or other appropriate-level emergency center.

G.O. 166 Standard 6 specifies that within one hour of the identification of a major outage or other newsworthy event, PG&E shall notify the Commission and Warning Center at the State Office of Emergency Services of the location, possible cause and expected duration of the outage. The Warning Center at the OES is expected to notify other state and local agencies of the outage.

The Liaison Officer (LNO)LNO, with input from the Public Information Officer (PIO) is responsible for ensuring notifications are made to public safety partners and will direct the Public Affairs/Government Relations teams to notify, as appropriate:

- Government officials that represent the affected area
- Local OES and city/county officials
- Office of the Governor of the State of California and the California State Senate and Assembly
- Members of Congress and the United States Senate

The LNO will direct the Regulatory Relations team or pre-designated personnel in the appropriate FA to notify, as appropriate and within the required time-specific period: CAISO, CPUC and DOT.

For incidents occurring at the Diablo Canyon Power Plant (DCPP), the Control Room at the plant will notify by telephone or radio the:

- San Luis Obispo County Sheriff's Office
- State Warning Center
- Nuclear Regulatory Commission Headquarters Operations Officer

The notification includes specific information on the incident, affected population areas and protective measures that may be necessary and includes a provision for message authentication by the government agencies.

For a summary of external notifications for emergency center activations and outages, refer to Table 3-3. For additional details on external agency communication / coordination and outage notifications / reporting, refer to section 4, "Coordination and Communication".

Table 3-3: External Agency/Stakeholders Notifications

For additional details see **the table notes on the next page.**

External Agency / Stakeholder	Reporting Criteria	Required Time Frame	Responsible Department
CPUC Energy Division of Emergencies	EOC Activation or major electric outage	1 hour	EP&R SE
Cal OES Warning Operations Center	EOC Activation or major electric outage	1 hour	EOC Admin EP&R SE
CAISO, WECC, NERC	Disruptive event that has the potential to or impacts the BES	Day of event	Vacaville Grid Control Center
DOE	Event that has potential to or impacts the BES	1 or 6 hours, based on event	Vacaville Grid Control Center
DOT	Reportable Gas Incidents	1 hour	District/Division IC compiles info, Gas CPUC/DOT On-Call Representative files reports
CPUC	Reportable Gas Incidents	2 working hours, 4 non-working hours	District/Division IC compiles info, Gas CPUC/DOT On-Call Representative files reports
San Luis Obispo County Sheriff's Office Watch Commander CA State Warning Center	Declaration of Unusual Event Alert Site Area Emergency General Emergency	15 minutes of declared emergency	Diablo Canyon Power Plant
NRC Operations Officer	Declaration of Unusual Event Alert Site Area Emergency General Emergency	Within 1 hour or ASAP if due to Hostile Action	Diablo Canyon Power Plant
Local OES City/County Officials CA Governor & Legislature US Congress	Courtesy notification to government officials that represent the affected area	As appropriate	Liaison Local, State or Federal Government Relations
Cal OES	Cal OES Warning Center criteria are listed above. No specific threshold for other notifications	As appropriate	EOC Admin EP&R SE
California Utilities Operation Center	No specific threshold	As appropriate	EP&R SE

External Agency / Stakeholder	Reporting Criteria	Required Time Frame	Responsible Department
California Energy Commission	No specific threshold	1 hour	Liaison State Agency Relations
Federal Bureau of Investigations	Major law enforcement matter	As needed	Corporate Security Cybersecurity
Securities and Exchange Commission	No specific threshold	As appropriate	
Media Outlets, social media, PGE.com	No specific threshold	As appropriate	Marketing and Communications PIO
Customers	Outages	As CSO determines	Customer Strategy Officer

Table Notes:

CPUC = California Public Utilities Commission
Cal OES = California Office of Emergency Services
CAISO = California Independent System Operator
VGCC = Vacaville Grid Control Center
WECC = Western Electricity Coordinating Council
NERC = North American Reliability Corporation
DOT = (US) Department of Transportation
CUEA = California Utilities Emergency Association
CEC = California Energy Commission
FBI = (US) Federal Bureau of Investigation
SEC = (US) Securities and Exchange Commission

- Customer notifications – Automated electric outage notification is made to residential customers. Commercial customers opt in at PGE.com for information on current electrical outages. Additional communications are made, as determined by CSO
- External agency notifications – Refer to procedures or regulations noted under reporting criteria and the functional and hazard-specific annexes to the CERP, (e.g., refer to PG&E's Cybersecurity Annex for notifications to E-ISAC, Cyber Emergency Response Team (US-CERT), insurance carriers / brokers, CA Attorney General, U.S. Department of Health and Human Services, etc.)
- CPUC and Cal OES – G.O. 166, Standard 6, specifies an initial notification following a major outage or other newsworthy event. PG&E generally treats newsworthy events as incidents which fall into the category of Level 3 or greater emergency. Refer to section 4.6, "Outage Notifications and Reporting," for the CPUC's definition of a major outage

G.O. 166 Standard 6 specifies that within one hour of the identification of a major outage or other newsworthy event, PG&E shall notify the Commission and Warning Center at the State Office of Emergency Services of the location, possible cause and expected duration of the outage. The Warning Center at the OES is expected to notify other state and local agencies of the outage.

- CAISO, WECC and NERC – Use Form OE-417 (Electric Emergency Incident and Disturbance Report) and the Event Reporting Form attachment in NERC Reliability Standard EOP-004-2

- Reportable gas incidents – Refer to Procedure for Reportable Gas Incidents (TD-4413P-01)
- Nuclear incidents – Refer to the DCPP Emergency Plan Nuclear Annex

3.5.5 Assess Damage

Damage Assessment is the process of understanding and collecting information on the impacts to PG&E systems, facilities, and equipment. For larger incidents, this requires more coordination and effort to ensure all information is collected and that there are no overlaps or omitted details.

There are two key steps to the Damage Assessment process:

- Field personnel initially assess the damage and make repairs, if possible
- Office personnel manage the information to ensure that the assessment information is timely and accurate throughout the restoration process

Damage assessment may take considerable time following an emergency and requires specially qualified personnel to complete correctly. The EOC Planning Section may use modeling and monitoring software and pre-established loss estimates to initiate planning and then will refine the estimates as valid data is received from the field.

The Initial Damage Evaluation (IDE) program provides immediate response guidance for earthquakes. The Gas Pipeline Earthquake Plan and Response Procedure – Risk Management Instruction (RMI-04)[27] provides key damage assessment response protocols based on IDE procedures for Gas.

The EOC Planning Section provides consolidated damage assessments, outage estimates, estimated time of restoration (ETOR) forecasts and models from weather and geosciences whenever possible to the Command and General staff of the activated emergency centers. More specific detail about damage can be found in the functional and hazard annexes to the CERP.

3.5.6 Restoration

Both Gas and Electric organizations have detailed processes, tools, and technology to develop restoration plans. During any activation, it is the responsibility of field crews to assess the expected time of restoration based on the current situation and with current resources. For more details on Gas and Electric restoration tools, refer to the Gas Emergency Response Plan (GERP) (EMER-3003M), and Electric Annex (EMER-3002M).

Any unmet resource needs should be communicated up to the appropriate emergency center. Unmet needs and long restoration times may indicate a need to bring in resources from another part of the service territory or seek mutual assistance from

[27] As of 5/07/18 the link is being worked on, Gas Emergency to update. Consult with GERP for further questions.

another utility. Mutual assistance during a single or dual-commodity incident is handled through the EOC.

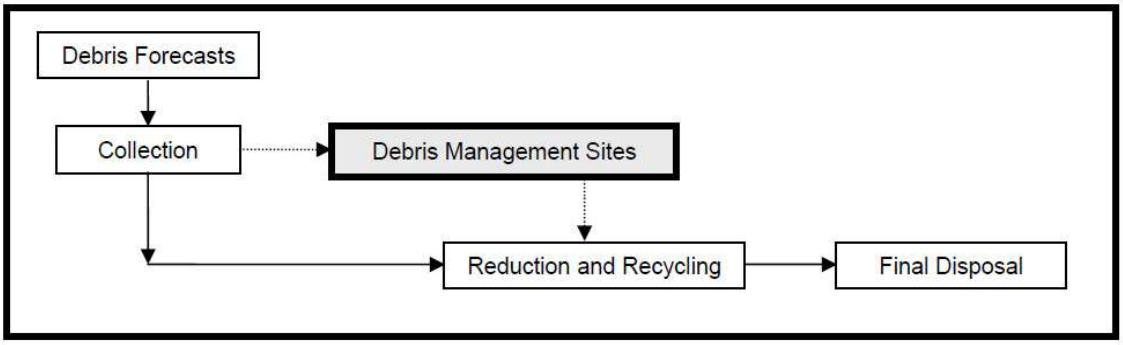
3.5.7 Debris Removal

Debris removal and collection operations are normally broken into two phases: response and recovery. An efficient debris management plan includes collection activities for response and recovery debris strategies. Response occurs sometimes during and always immediately after an incident or event to clear emergency access routes. Depending on the level of damage, PG&E field personnel may need to remove a significant quantity of debris (e.g., burnt power poles, cross arms, wire, hazardous materials, etc.) to facilitate the restoration of services and reconstruction of company assets.

3.5.7.1 Debris Management Sites

As part of its debris removal strategy, PG&E will coordinate with local government agencies to secure sites to temporarily store, reduce, segregate, and/or process debris before it is hauled to final disposition locations. Debris Management Sites (Figure) may be used to increase operational flexibility when landfill space is limited or when a landfill is not near a debris removal area.

Figure 3-6: Debris Management Sites



4 Coordination and Communication

A lack of coordination on the amount, timing and specificity of external messaging can create confusion with customers and external organizations. Upon activation of the company EOC, PG&E's Customer Strategy will coordinate external stakeholder notifications with Public Information and Liaison Officers. These communications are separate and distinct from regulatory communications.

To manage communications effectively, the Marketing and Communications, Public Affairs and Customer Care organizations developed the CERP Emergency Communications Annex.

The CERP Communications Annex contains detailed planning, process and business continuity information and pre-approved content for staff to update as appropriate during or following an emergency or catastrophic event. The plan ensures that all employees with emergency communication positions have a thorough understanding of their roles, responsibilities, and processes and that the company is speaking with "One Voice" to internal and external audiences.

In local emergencies, it is essential for field personnel to coordinate their activities with local public safety and other first responders to provide for the safe restoration of service. As an emergency grows, the necessity for internal and external coordination also grows.

When activated, the EOC becomes the single point of coordination for information dissemination, including:

- Damage assessment information, restoration priorities, provision of customer outage information, movement of manpower and equipment and implementation of mutual assistance
- Interaction with government agencies, including Cal OES and the CPUC, except for operational communications addressed in specific emergency plans and known to EOC personnel
- Communication with customers and the media

The Public Information Officer (PIO) is responsible for establishing and maintaining communications throughout all levels of the EMO to support the delivery of regular status updates to internal stakeholders, customers, external agencies, and the media, including the internal and external reporting requirements noted below.

Internal reporting requirements include:

- Operations leadership
- Safety Health and Claims (SH&C)
- Corporate Security
- Environmental Operations
- Gas Control Center

External reporting requirements may include the:

- California Public Utilities Commission
- California Independent System Operator
- Western Electric Coordinating Council

These reporting requirements do not replace established PG&E internal and external reporting requirements. For more information on PIO processes, see the Emergency Communications Annex.

4.1 Joint Information System

Consistent with California Standardized Emergency Management System (SEMS) and applicable to public and private sector organizations, the NIMS Joint Information System (JIS) provides processes, procedures, and tools that facilitate communication to the public, incident personnel, the media, and other stakeholders (people or groups that have an interest in or could benefit from a PIO's work). The JIS integrates incident information and public affairs into a unified organization that provides consistent, coordinated, accurate, accessible, timely and complete information to the public and stakeholders during incident operations.

As shown in Figure , the JIS operates across and supports the other NIMS Command and Coordination structures: ICS, EOC and MAC Group.

Figure 4-1: NIMS Command and Coordination Structures

JIS activities include:

- Developing and delivering coordinated interagency messages
- Developing, recommending, and executing public information plans and strategies
- Advise on public affairs issues that could affect the incident management effort

- Addressing and managing rumors and inaccurate information that could undermine public confidence

The JIS performs these activities in support of the Incident Commander or Unified Command, the EOC Commander, and Multi-Agency Coordination (MAC) Groups.

4.2 Internal Communication

Consistent with the ICS unity of command principle, all incident and event related tasking and direction should occur through the chain command consistent with Incident Action Plan objectives. Lateral, peer-to-peer and home office internal communications should proceed uninterrupted in accordance with existing Company functional area reporting relationships.

4.2.1 Communication Process and the Incident Action Plan

The ICS requires a structured "Planning Process," which facilitates communication through regularly scheduled meetings that follow an operational planning cycle and are repeated in each operational period. Referred to as the Planning "P," this process is discussed further in Appendix D, section D.7.

The EOC is activated, information is gathered from a variety of sources. This information is reviewed with the EOC Commander at tactics and planning meetings. An Incident Action Plan (IAP) issued by the Planning Section and made widely available to emergency personnel, ensures a common understanding of the objectives, tactics and plans for communications, logistics and other specifics of the company's response.

Use of the ICS in the EOC also identifies specific channels for formal communications so that the proper individuals are made aware of activities that may impact them.

Note: Sharing of information on the company's response to the emergency with non-emergency personnel is managed exclusively by the PIO. External Agency requests for copies of PG&E IAPs will be addressed by the PIO in coordination with PG&E Legal Counsel.

4.2.2 Pre-Incident Reporting

Pre-incident summary reporting offers the Director of EP&R and/or the Commanders at the OEC, Electric REC, GEC and EOC facilities an assessment of readiness plans.

Refer to the Gas and Electric annexes for commodity-specific pre-incident planning processes.

4.2.3 Incident Reporting Schedule

The schedule for providing current information is established soon after the activation of each EMO level and is included in the EOC Action Plan. The Daily Schedule ICS 230 form can be found on the EOC Resources SharePoint Site. Reporting schedules for the EOC will be designed to allow sufficient time for compiling, analyzing, and summarizing

information before reporting to the next level. The EOC Planning Section Chief prepares and communicates the reporting schedule.

4.2.4 Intelligence Summary and Situation Reports

Upon request, all identified emergency centers provide intelligence summaries to the EOC Operations and the Planning Section Chiefs. The Intelligence Summary typically includes information on customer impact, damaged equipment, or assets, weather, and other incident summary information.

The EOC Situation Unit also creates a system-level intelligence summary at intervals determined by the Planning Section Chief. For details, refer to the EOC Intelligence Summary Report Instructions, which is also a template for creating the EOC Intelligence Summary Report.

4.3 Corporate Incident Management Council

The Corporate Incident Management Council (CIMC) is responsible for providing executive oversight during a significant incident. Possible examples may include:

- An operational incident involving broad public safety issues and media attention
- A controversy involving a member of senior leadership, criminal activity against the Corporation (e.g., kidnapping, extortion, or a terrorist threat)
- Other major emergency incidents, (i.e., Catastrophic Earthquake, Cyber Security, Major Fire or Public Safety Power Shutoff that may affect a large customer base)

The CIMC may be activated at the discretion of the CIMC Chairperson, generally, during Level 5 activation. The roles of the CIMC during an emergency incident/Emergency Operations Center (EOC) activation are:

- Strategic policy decisions
- Strategic financial decisions
- Media spokesperson, if deemed appropriate
- Senior relationship manager for key company relationships such as, government officials, regulatory bodies, major customers, and the investor community

If the CIMC activates because of a catastrophic incident or at the request of EOC Commander, the EOC Commander (or his/her designee) works with the CIMC Coordinator to develop a formal briefing schedule for the CIMC.

Depending on the incident, executives may receive an executive summary that provides an incident status update. As an example, the update may include some or all the following (depending on incident complexity):

- Risk level and concerns
- Incident status (e.g., information about weather, wildfire, cybersecurity)
- Emergency centers activated

- Numbers of customers impacted, outages, and customers restored
- Public or employee safety incidents
- Impacted personnel status
- Communications
- Resources
- Additional statistics (e.g., CAIDI, SAIDI, CESO, wires down, 911 standby requests, outage trend)

4.4 External Communication

4.4.1 Coordination at the California State Level

All activities at the state level are in coordination with PG&E's State Operations Center (SOC) Liaison. The PG&E SOC Agency Representative (AREP) is assigned to the Utilities Operation Center (UOC) at the SOC, which is run by the CUEA. The SOC AREP serves as PG&E's onsite liaison in support of emergency response and recovery efforts with government and other utility companies.

Coordination continues at the SOC, unless a Federal Joint Field Office (JFO) is opened. A representative of the LNO may be assigned to work with the Emergency Support Functions at the JFO.

The Planning Section may communicate with other utilities through established standard communication protocols and agreements, and regularly brief Command Staff on these communications. Local field personnel may coordinate their activities with public safety personnel as necessary, and keep local management informed of these interactions.

4.4.2 Coordination with CAISO

The coordination with CAISO for real-time operations is the responsibility of the Vacaville Grid Control Center (VGCC). Other communications when the EOC is activated are managed under the Operations Section of PG&E's EOC.

There is also ongoing communication and coordination that normally takes place through PG&E Regulatory Relations Affairs and External Communications, which would continue as part of the Liaison Officer and PIO functions in the EOC.

4.4.3 Coordination at the Local Level

When activated for all-hazards incidents, Public Safety Specialist (PSS) staff serve as AREPs[28] to the Authority Having Jurisdiction (AHJ) for the incident. Local government contacts may include city/county executive officers, elected officials, and department

[28] See PG&E Utility Standard EMER-4002S, Public Safety Specialists

heads. A county government representative contact list, EMER-3001-Att02, can be found in the EMER Guidance Document Library (PG&E@work > Guidance Document Library > Emergency Response (EMER)).

The Diablo Canyon Power Plant (DCPP) Emergency Plan describes coordination with local government agencies, including San Luis Obispo County authorities. San Luis Obispo County has the lead role in coordinating public protective action decisions for an emergency at the power plant. The county has prepared an Emergency Plan specifically applicable to DCPP, the "San Luis Obispo County/Cities Nuclear Power Plant Emergency Response Plan." The plan is activated on notification by PG&E of a declared emergency at DCPP.

For an updated list of government contacts, refer to the Emergency Communications Annex or Electric Annex in the Guidance Document Library.29 County and regional state government representative contact lists, Cal OES Regional Contacts (EMER-3001-Att01) and County Government Contacts, (EMER-3001M-Att02), can also be found in the Guidance Document Library.

4.4.4 Coordination with Community-Based, Voluntary, and Nongovernmental Organizations

PG&E partners with Nongovernmental Organizations (NGOs), Voluntary Organizations (Vos) and Community-Based Organizations (CBOs) before, during and after emergency incidents. The Liaison Officer (LNO), or an assigned PG&E representative, may communicate with NGOs (e.g., Red Cross) through the Operational Area EOCs of the affected counties. If the Operational Area OES is not open, the PG&E EOC Liaison Officer directly interfaces with these organizations. Some activities PG&E coordinates with these organizations include:

- Providing volunteers at shelters and donation distribution centers
- Providing donations to be used in affected areas
- Distributing gift cards or other monetary support directly to affected residents
- Providing in-kind donations, such as equipment to be used during cleanup and restoration activities
- AFN CBO reference – TBC w/Nav

[29] [redacted]

4.5 Communicating with the Public and the Media

4.5.1 The Role of the Public Information Office

During an emergency, PG&E's Public Information Office serves as the company's official point of contact for outgoing announcements and briefings to employees, the media, customers, and all other key audiences. The PIO will also coordinate with government agency communication counterparts on media briefs and public information release schedules.

G.O. 166 Standard 8 stipulates that within four hours of the identification of a major outage that California electric utilities make information available on the expected duration and cause of customer outages. G.O. 166 Standard 8 further stipulates that restoration priorities be provided within four hours of initial damage assessment.

The PIO manages dissemination of critical information to employees and customers through the news media, social media, contact centers and online at the pge.com website. The PIO ensures that the company delivers timely, accurate and consistent information across internal and external stakeholders. The PIO ensures that the messages PG&E customers and other external stakeholders read, hear, and see are timely, true, accurate and consistent with PG&E's vision and values.

Marketing and Communications representatives based at field locations throughout the service area act as local PIOs and work with local media.

4.5.2 The Role of the Customer Strategy Officer

The Customer Strategy Officer (CSO) works closely with the Public Information Officer (PIO) and the Liaison Officer (LNO) to communicate to PG&E customers through the pge.com Internet website. The CSO also addresses customer issues and serves as an advocate for PG&E customers by communicating high-priority outage concerns to the operations team.

A Customer Strategy Officer is a standing position at all emergency command center levels.

4.5.3 Contact Service Centers and PG&E Website

In an emergency, primary points of contact for customers can be found on the pge.com website in the PG&E Customer Program Brochure (pge.com). There are two (2) Contact Service Centers that are open during the following times: Monday-Friday, 7:00 A.M. – 7:00 P.M.

- Residential Customer Service Center
- Solar Customer Service Center
- Business Customer Service Center
- Agricultural Service Center

Additionally, the Residential Customer Service Center is open:

- Saturday, 8:00 A.M. – 5:00 P.M.
  Sunday and after hours: 24-hour availability for emergencies and automated customer service at 1-800-743-5000

Accessible at Contact Us (pge.com). The Contact Service Centers continue to be the primary avenue customers use to report emergencies. Contact Service Centers provide multilingual, telephonic services, including California Relay Service and/or Telecommunications Device for the Deaf/Teletypewriter (TDD/TTY) for customers who are speech and hearing-impaired. These centers also respond to email contacts that may be made through the company website.

Depending on the nature of the emergency, the large number of customers wishing to speak with PG&E agents may necessitate the use of recorded messages, interactive voice response (IVR) and other technology. In these circumstances, the CSO coordinates messaging with the PIO in the EOC to provide current information advising customers through the media on measures they should take if they need to contact PG&E.

The company website, pge.com, also provides customers with current information on electric outages. Customers can also report electric outages and subscribe to automatic updates via text, voice message, or email.

4.5.4 Communicating with the Financial Investment Community

Announcements and briefings covering potentially material impact are coordinated with Investor Relations to ensure compliance with securities law. Persons authorized to speak on behalf of PG&E Corporation to the financial investment community are the chairman, chief executive officer, chief operating officer, chief financial officer, vice president of investor relations and the investor relations staff.

4.6 Outage Notifications and Reporting

Both Gas and Electric have detailed procedures around notification to the CPUC and under what circumstances reports and notifications are required.

In general, for Electric, the CPUC G.O. 166 states that a major outage occurs when 10 percent of PG&E's serviceable customers experience a simultaneous, non-momentary interruption of service. A measured incident is defined as a major outage resulting from non-earthquake, weather-related causes and affecting between 10 percent (simultaneous) and 40 percent (cumulative) of PG&E's customer base. See the Electric Annex to this plan for more information regarding G.O. 166 and for details on when a measured incident begins and ends.

For Gas, any incident level can be reportable. CPUC and DOT reportable criteria are contained in Utility Procedure, Procedure for Reportable Gas Incidents, (TD-4413P-01).[30] The Gas Control Center makes the determination and arranges the reporting. See the Gas Emergency Response Plan for more information regarding this procedure.

[30] Link validated 12/29/2022.

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5 Emergency Management

5.1 ICS-Based Incident/Event Management

Founded on Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) concepts and now adopted throughout the U.S., the Incident Command System (ICS) is a standardized, hierarchical management structure that allows for cooperative emergency response operations without compromising decision authority at the local level.[31] As designed within the context of cooperative, public-sector response, the ICS:

- Enables organizationally flexibility for incidents of any kind and size.
- Applies to routine use and major emergencies.
- Allows personnel from a variety of agencies and diverse geographic locations to rapidly meld into a common management structure.
- Controls costs.

Consistent with California SEMS Regulations[32] the ICS has five core functions: command, operations, planning, logistics and finance.[33] As codified in the SEMS regulations and further detailed in SEMS foundation implementing guidance[34], Command Staff are responsible for directing, ordering, and/or controlling of resources by virtue of explicit legal, agency, or delegated authority. ICS General Staff (Operations, Planning, Logistics, and Finance & Administration) represent and are responsible for the functional aspects of incident command, control, and coordination operations.

PG&E emergency operations often begin at the local level (Level 1) and scale as required to include division (OEC), regional (REC) and company EOC level incident management and support activations. (See Figure 16)

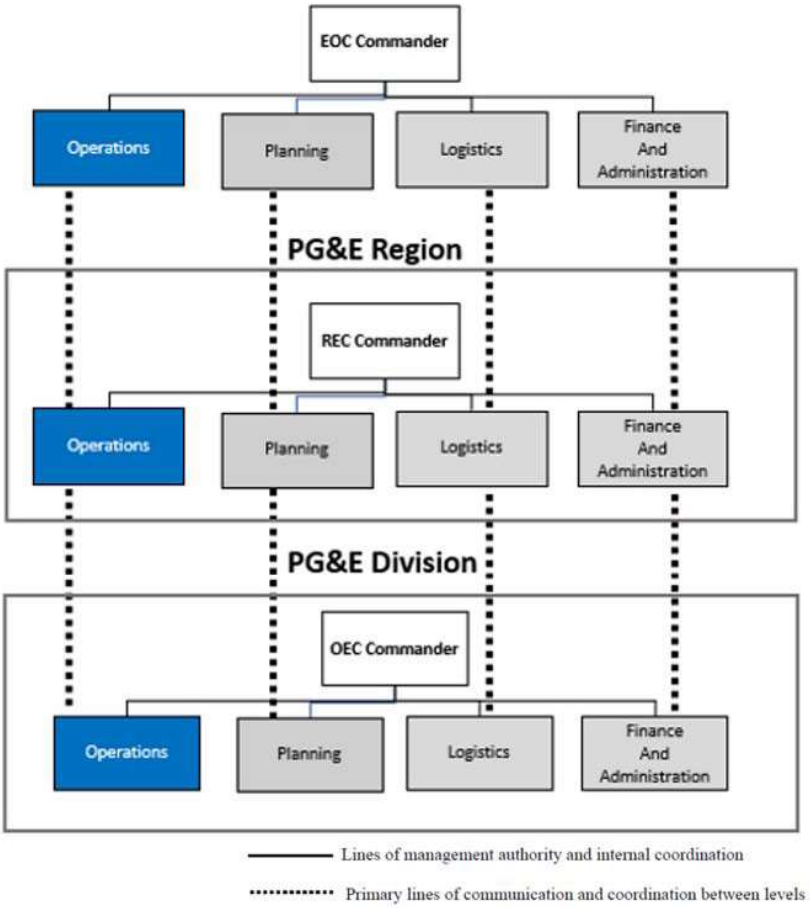
[31] History of and Basis for ICS (SEMS Guidelines System Description Section A & B and National Incident Management System (NIMS) Document December 2008), California SEMS Foundation

[32] California SEMS Regulation

[33] In instances where there are multiple concurrent threats (e.g., cyber, and physical), a sixth I&I function can be embedded in the Planning Section, Operations Section, Command Staff, or as a separate General Staff section or sections.

[34] State Of California Foundation Standardized Emergency Management Systems (SEMS) California Emergency Management Agency

Figure 5-1 PG&E Incident Management and Support



For PG&E, the ICS provides a temporary, incident or event specific management structure, independent of day-to-day reporting relations, across company division and region boundaries.

Figure 5-2: Company Regions and Divisions

Standardized in the context of core Command and General Staff structure but otherwise scalable and modular by design in response incident or event requirements, PG&E's use of the ICS clarifies command, control, and coordination relationships across the PG&E enterprise. The ICS ensures that the most pressing needs are met and that precious resources are used without duplication or waste.

5.2 Incident/Event Activations

As outlined in detail in Appendix C, "Levels of Emergency and Activation Criteria for PG&E", workload is the main factor used to determine the need to activate PG&E incident management and support capabilities.

During an incident in which more than one commodity is impacted, the overall company incident level would default to the highest level. During an incident in which more than one commodity is impacted, the overall company incident level would default to the highest level. For example, if an incident causes Electric to be at a Level 4 and Gas at a Level 2, the company EOC would be at a Level 4.

5.2.1 Incident/Event Field Operations

Though not limited to level 4 events, PG&E Electric Incident Management Teams (IMTs) will be activated when an incident or event reaches or exceeds Level 4. Electric IMTs are deployed for a maximum of 21 days for a single incident or event.

A mobile command vehicle (MCV) can be activated at any incident or event level.

5.3 Situational Awareness

PG&E emergency managers develop Situational Awareness by:

- Ensuring essential elements of information are collected, processed, and communicated to relevant EOC members
- Delivering information to inform decision making to save and sustain life and stabilize the incident
- Monitoring information before an incident
- Sharing information gathered to develop a common operating picture through weekly situational awareness calls

Variables impacting PG&E's Situational Awareness include asset status, long to short range wind, relative humidity, rain and heat potentials and duration, geologic threats, geomorphology, and vegetative cover and condition. In addition to environmental threats, PG&E emergency managers look at demographic factors including disadvantaged vulnerable communities and people with access and functional needs.

5.3.1 PSPS Situational Intelligence Platform

Described in detail in EMER-3106M Public Safety Power Shutoff Annex the PSPS Situational Intelligence Platform (PSIP) is built on PG&E's implementation of the Palantir Foundry system. Connected to 50+ source systems containing billions of records relevant to asset health analytics, it is PG&E's central Public Safety Power Shutoff (PSPS) decision-making, reporting, and communications platform. PG&E uses the PSIP platform to develop, communicate and display situational awareness and intelligence for PSPS events.

5.3.2 Hazard Awareness and Warning Center

The Hazard Awareness & Warning Center (HAWC) is PG&E's centralized information center to detect, assess, and communicate, identified hazard events to facilitate response. An EP&R component, the HAWC is staffed 24 hours a day, seven days a week and can vary staffing to support conditions.

HAWC personnel:

- Monitor for wildfires throughout the state that may pose a threat to PG&E infrastructure and communities
- Monitor for Land movement activity including debris flows, land/mud slides, earthquakes, Avalanches and tsunamis

- Monitor for Geomagnetic storm events caused by sunspot activity
- Monitor the territory for flood advisories and warnings during storm events
- Provide situational awareness updates and reports to PG&E employees and Executive leaders
- Support Emergency Operations Center (EOC) activations for Public Safety Power Shut Offs & other activations as needed
- Work closely with field resources including SIPT crews and the PSS team to share information regarding ongoing incidents

5.3.3 Safety and Infrastructure Protection Teams

As part of its wildfire safety efforts, PG&E established the Safety and Infrastructure Protection Teams (SIPT) program to provide firefighting expertise and resources in support of operations and maintenance crews and PG&E asset and infrastructure at potential risk to wildfire. Equipped to support PG&E's Preventing and Mitigating Fires While Performing PG&E Work, (TD-1464S), SIPTs work primarily in high fire-threat areas within the PG&E service area.

Currently reporting to the Director of Emergency Field Operations, Electric Transmission & Distribution System Operations, SIPT Crews are comprised of one Crew Lead and 1-2 Crew Technicians per SIPT Engine. This is equivalent to a National Wildfire Coordinating Group Type 6 Engine.

Routine SIPT work may include:

- Defensible space inspections and fuel hazard assessment at PG&E facilities
- Safety protection standby (during "hot work") at PG&E work sites
- Medical response standby at PG&E work sites
- Safety patrols on PG&E properties
- Asset protection planning for PG&E construction projects

SIPT emergency work may include:

- Support to PG&E asset protection efforts
- Accompany vegetation management crews during wildfire recovery to suppress incidental ignitions
- Fire protection at PG&E-owned facilities during wildfires as authorized by the Authority Having Jurisdiction (AHJ)
- Mop up of fire-damaged PG&E assets as authorized by the AHJ

Housed in local PG&E yards, PG&E SIPT engines are "system-wide" resources. During emergency events when the Company EOC is activated, the movement and assignment of SIPT engines is determined by the EOC; SIPT resources do not work for the local yard or OECs unless requested and assigned by the EOC or Electric

Transmission and Distribution System Operations, Emergency Field Operations. When SIPT resources are ordered by and assigned to the local OEC during an emergency, they are under the control of that OEC until released.

Occasionally there is a need for an OEC to release a SIPT resource to a new emergency; however, the release does not occur without consultation with the EOC, when the EOC is activated. When the "All Clear" is given by the EOC, SIPT resources are immediately made available for other operational requirements or to fill other OEC requests.

Note: The physical presence of a SIPT resource in a division or local yard does not mean it is available to the local OEC. SIPT units may perform EOC assigned tasks such as weather observations while operating from their local yard. While it may appear in such instances that SIPT units are operating on their own, that is not the case. SIPTs always operate within an overall Company chain of command and reporting structure, to include in some cases working directly for the EOC.

5.4 Emergency Scenarios

5.4.1 Infectious Disease/Pandemic

With the safety, health and welfare of our customers and employees as PG&E's most important responsibility, the spread of an infectious disease or pandemic in the workplace and/or community presents a significant risk. PG&E recognizes that several organizational and operational impacts could be caused by the spread of a highly infectious disease or pandemic. Depending on the specific disease, this could be categorized by (1) a workforce reduced by exposure to illness or government-directed quarantine or isolation; and (2) inability to perform routine work, with the potential to affect critical functions/processes.

PG&E's workforce, including contractors and mutual assistance could be impacted by a rise in workforce absenteeism due to individuals becoming infected, voluntary quarantine, and increased demand/constraints for the care of family and friends. Similarly, PG&E's supply chain partners dealing with the same workforce issues may be disrupted, limiting the availability of materiel and equipment. With a limited workforce, reduction in supplies, and infectious disease/pandemic protective measures (i.e., social or physical distancing), some PG&E procedures and/or functions could be hindered or rendered impossible to complete. Depending on the nature of the disease, this could be exacerbated further by competition for and limited supplies of Personal Protective Equipment (PPE).

5.4.2 Weather-Related Emergencies

Adverse weather is the primary modulator of unplanned outage activity on PG&E's grid. PG&E's Meteorology Operations & Analytics (MOA) provides a daily breakdown of the primary mode of weather impacts. Specifically, whether a day of the week is a Blue-Sky Day, no or minimal weather impact; a Gray Sky Day, some weather impact; Or a storm day, significant weather impact. Table 5-1 provides a list of these primary impact

options for Gray Sky and Storm Days, as well as a brief description of the phenomena. This historical database goes back to January 1, 1995.

Table 5-1: Weather Impacts

Weather Type	Description
Winter Storm	Weather type selected for classic winter storms where strong southerly winds are usually observed and are the primary damage pathway. Note that winter storms may also be accompanied by heavy rain/low snow/and lightning.
Rain	Heavy rain resulting in elevated outage activity, not accompanied by wind. Heavy rain can cause several issues from underground vault flooding to vegetation sagging to pole/tree failure due to soil instability. This category is also used for insulator-flash events driven by rain or drizzle.
Lightning	Any outage event caused by thunderstorms and lightning.
Northeast	Weather type used when strong offshore (northerly or northeast winds) result in elevated outage activity. This includes Diablo and Santa Ana wind events. An example are the classic offshore winds events where surface high pressure develops in the Upper Great Basin.
Northwest	Strong northwest or westerly winds resulting in elevated outage activity. An example are the strong winds that develop after a cold frontal passage or a stronger than normal sea breeze.
Heat	Heat-related outage activity due to hot ambient temperatures.
Low Snow	The outage type used when outage activity is due primarily to abundant snow-loading. These events are most common across the lower elevations (< 4000') such as the Sierra foothills where there is generally more distribution and vegetation are more susceptible to snow-load.
PSPS	Public Safety Power Shutoff Outages, almost always due to Northeast wind events. PSPS was created instead of keeping these as Northeast Flagged due to the substantially increase outage numbers during a typical PSPS.
Other	Weather type used for rare or unknown weather events.

5.4.3 Earthquakes and Tsunamis

California earthquakes pose a significant hazard and risk to PG&E's customers, employees, and assets. PG&E's risk scenarios, damage forecasting and emergency preparedness exercises focus on earthquake response and recovery activities.

For planning purposes, PG&E uses modeled or historic earthquake scenarios that have the potential to significantly impact the following 10 counties in the Bay Area: Alameda, Santa Clara, Contra Costa, San Francisco, San Mateo, Marin, Santa Cruz, Napa (Figure), Sonoma and Solano. PG&E tests its all-hazard emergency processes and procedures during exercises facilitated by EP&R Strategy and Execution.

PG&E uses damage modeling information to estimate the impacts of earthquakes, the potential damages, and the number of emergency resources needed to restore service. The following example scenarios and others are included in the DASH model library:

West Napa Earthquake – Magnitude 7.0

Hayward – HN+HS Magnitude 7.3

Rodgers Creek-Healdsburg – Magnitude 7.2

N. San Andreas – Magnitude 7.9

San Andreas-Peninsula – Magnitude 7.4

Rodger's Creek-Healdsburg – Magnitude 7.2

Figure 5-3: Napa Earthquake, August 24, 2014

These scenarios represent incidents that can have a significant impact to PG&E's service territory. For more information, refer to the CERP Earthquake Annex.[35] In addition to earthquakes, PG&E's territory is at a low to moderate risk from tsunamis generated by earthquakes in the Alaskan/Aleutian Islands subduction zone, the Cascadia subduction zone, and submarine landslides off the California coast. For more information, refer to the CERP Tsunami Annex.

A somewhat lower risk is presented by tsunamis generated in the greater circum-Pacific area including an island volcano flank collapse and submarine landslide from the Hawaiian Islands. The areas most exposed to tsunamis in the PG&E service territory are the Humboldt generation facility and related electric distribution and transmission system in the greater Humboldt area of the north coast of California (highest potential hazard), Santa Cruz/Monterey Bay region, and Diablo Canyon/San Luis Bay region. The San Francisco Bay has a relatively low risk for tsunami hazard.

The best source for tsunami information is from the National Oceanic and Atmospheric Administration (NOAA) tsunami alert system. See link https://www.tsunami.gov.

It is important to recognize that the Dynamic Automated Seismic Hazards (DASH) notification system provides reporting only for earthquakes within the greater California region and does not report on distant earthquakes that could generate far-traveling tsunamis.

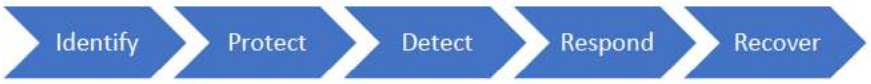
To subscribe to DASH text and email notifications, visit Subscribe (pge.com). For more information, refer to the CERP Tsunami Annex.

[35] Document EMER-3101M, Earthquake Annex, is available here: [redacted] Link validated June 18, 2020.

5.4.4 Cybersecurity

PG&E increasingly relies on electronic Information Systems to improve efficiency. Electronic systems may store sensitive employee and customer information or control physical structures that deliver energy safely.

A cybersecurity incident is one or more occurrences of unexpected or unwanted activity in a network or system that results in adverse consequences to information systems or the information the system stores, processes or transmits. To be declared an incident the activity must cross a threshold of business impact that justifies the activation of the incident response plan. The EOC Commander will notify company executives upon activation of the company EOC for a cybersecurity incident. Responding rapidly and in a coordinated fashion Is essential to fulfilling PG&E's mission – and in many cases a regulatory requirement. The National Institute of Standards and Technology (NIST)'s Cybersecurity Framework (CSF) consists of five primary functions:



PG&E annually updates its hazard-specific Cybersecurity Annex to the Company Emergency Response Plan (CERP) and conducts exercises to test the Annex.

5.4.5 Fire-Related Emergencies

While the company prepares for all fire potentials, extreme weather events driven by climate change are causing unprecedented wildfires. Years of drought, extreme heat and bark beetled killed trees have created a "new normal" that requires PG&E to increase its fire response capabilities. To meet these challenges while keeping communities safe, PG&E has bolstered its fire emergency response capabilities through the following enterprise initiatives:

The **Hazard Awareness & Warning Center (former Wildfire Safety Operations Center)** has continued to improve its mission to prevent, monitor, detect, and respond to fire incidents of all size and complexity. Improvements include improved fire-related situational awareness through investments in field monitoring technology, personnel training and enhanced information management and reporting.

Emergency Field Operations, **Safety Infrastructure Protection Teams** are responsible for routine and emergency duties including fuel vegetation removal, patrols, fire stand-by and pre-treating poles.

The **Public Safety Specialists (PSS) program**, managed by Emergency Field Operations Public Safety Team is another field-based resource that supports PG&E's response when deployed in support of incident or events. PSS personnel work with local, state, and federal agencies throughout the year to socialize PG&E's emergency response plans and execution goals for fire emergencies. During emergency incidents, they are liaisons in the field with the public and emergency response agencies and provide intelligence to the PG&E HAWC and local leadership. PSSs are integral in the coordination of the company's emergency response and restoration activities.

5.4.5.1 Public Safety Power Shutoff Program

The purpose of a Public Safety Power Shutoff (PSPS) is to mitigate the risk of utility infrastructure contributing to catastrophic wildfire risk by proactively de-energizing PG&E facilities in the event of gusty winds and dry conditions, combined with a heightened fire risk. The PSPS program is based on four guiding principles:

- **Prevent catastrophic ignitions:** Mitigate catastrophic fire ignitions in the impacted geographical scope while minimizing potential public safety impact.
- **Execute event** with no safety incidents.
- **Restore power quickly and safely:** Ensure power to all customers affected by the PSPS event is restored quickly and safely.
- **Communicate potential impact with internal and external stakeholders:** Provide timely and accurate notifications to employees, customers, California Public Utilities Commission (CPUC), California Department of Forestry & Fire Protection (CAL Fire), Governor's Office of Emergency Services (Cal OES), Public Safety Partners, and Cities/Counties/Tribes.

PSPS is targeted to be applied to both distribution and transmission lines that are located within or that touch the boundaries of PG&E's High-Fire Risk Area map, which is largely consistent with the California Public Utilities Commission (CPUC) defined Tier 2 and Tier 3 High Fire Threat Districts (HFTDs) modified in some boundary areas to focus on areas of potential catastrophic fire risk.

No single factor drives a PSPS event, as each situation is unique. PG&E carefully reviews a combination of many criteria when determining if power should be turned off for safety. These factors generally include, but are not limited to:

- A Red Flag Warning declared by the National Weather Service
- Low humidity levels, generally 20 percent or lower
- Forecasted sustained winds, generally above 25 mph, and wind gusts in excess of approximately 45 mph, depending on location and site-specific conditions, such as temperature, terrain and local climate
- Condition of dry fuel on the ground and live vegetation (moisture content)
- On-the-ground, real-time observations from PG&E's Hazard Awareness & Warning Center (HAWC) and observations from PG&E field crews

Power shutoff decisions are made by the designated Officer-in-Charge (OIC) with support from the Emergency Operations Center (EOC) leads. After the extreme weather has passed and it is safe to do so, crews visually patrol affected power lines to ensure they are free from damage and safe to energize.

For further information about how public safety power shutoff is implemented, the Public Safety Power Shutoff Annex, (EMER-3106M), is available on the Guidance Document Library.

5.5 Threat Landscape

PG&E is continually monitoring the threat landscape. This includes but is not limited to cyber, wildfire, storm response and extreme weather. Risks are identified and monitored in real-time by the Hazard Awareness and Warning Center (HAWC, Corporate Security, Enterprise Network Operations Center), Security Intelligence Operations Center (SIOC), as well as Grid Control, transmission and distribution control centers, the Gas Control Center, Hydro and other functional unit entities.

The Enterprise and Operational Risk Management (EORM) Program includes a horizon-scanning process which monitors threats over a longer time horizon and modifies the Corporate Risk Register and cross-cutting factors as needed. Other sources of information that may inform the need to update or develop a new CERP annex can come from recent emergency activations or incidents, newly identified hazards not listed in the Risk Register, or scenarios and risks identified by other functional units.

Threats are incidents that have not yet occurred but have a reasonable potential to occur. Dynamic threats are based on risk analysis and timely intelligence received from one or more sources.[36]

It is imperative that PG&E be aware of physical and cyber threats that may affect the company so that we may respond quickly and effectively.

Responding to a "threat" may include:

- Conducting a situational awareness call
- Opening the EOC in a monitoring mode
- Notifying staff via Everbridge or through e-page alerts
- Notification to external partners

PG&E's response can be anything from conducting a situational awareness call all the way to a physical response. This may include for example deployment of SIPT crews to monitor for potential fire ignitions or the conduct of electronic threat monitoring by the Security Intelligence Operations Center to identify potential cyber-attacks.

5.6 Damage Modeling

Planning is necessary to prepare effectively for an emergency response. PG&E has developed tools to assist in predicting potential damage to our facilities, infrastructure and to test what may be needed to restore power to our customers. Advance or "pre"-planning consists of:

- Identifying hazards

[36] Definition from http://www.businessdictionary.com/definition/threat.html accessed 04/20/2020.

- Developing response and mitigation measures for those identified hazards
- Developing tools using both internal proprietary information and publicly accessible information to aid in predicting, defining and responding to certain emergency scenarios, such as:
    - Damage modeling
    - Scenario creation
    - Storm Outage Prediction Program (SOPP)

PG&E uses damage modeling information to estimate the impacts of earthquakes, storms and other potential causes that would trigger a need for an emergency response. PG&E uses several modeling tools which are further described in sections 5.6.1 through 5.6.6.

5.6.1 Dynamic Automated Seismic Hazard System

The Dynamic Automated Seismic Hazard (DASH) system is an automated earthquake reporting system that generates rapid, facility-specific damage estimates for use in prioritizing initial inspections (Figure). DASH reports are distributed automatically to subscribers via company email approximately 15 minutes after an earthquake and are archived at PG&E DASHboard (pge.com) on the PG&E intranet. The initial report is not reviewed by Geosciences subject matter experts (SMEs); however, within 15 minutes of the initial report, Geosciences SMEs review and distribute subsequent DASH reports. To subscribe to DASH text and email alerts and notifications, visit Subscribe (pge.com). All PG&E employees can receive automatic notification of seismic events system-wide, with the option to sign up for more detailed line-of-business reports if desired.

[37] See PG&E Dashboard at http://wwwt2/dashweb (link accessed 06/21/2019)

Figure 5-4: Dynamic Automated Seismic Hazard (DASH) Site

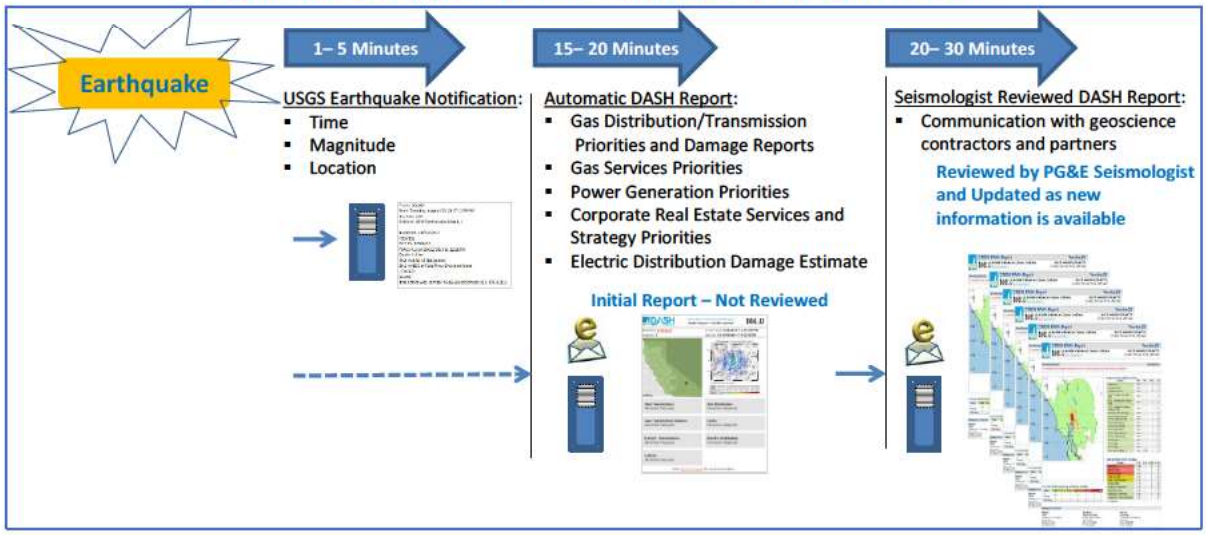
DASH capabilities provide the following major benefits:

- **Situational Awareness** – within minutes of a major earthquake, DASH subscribers receive the best available information on the potential impact to PG&E facilities
- **Damage Assessment Priorities** – DASH automatically prioritizes affected PG&E facilities, based on factors such as customer impact, enabling efficient and data-driven first response where needed most
- **Scenario Planning** – DASH facilitates effective emergency response planning and preparedness via a library of known earthquake scenarios likely to occur within PG&E's service area

DASH reports (Figure) are run using screening-level fragilities to represent likely areas or specific facilities which are in areas of strong ground shaking or ground failure. Asset damage and/or prioritization models are available for Hydro Generation, Corporate Real Estate Strategy and Services (CRESS), Gas Transmission, Gas Distribution, Electric Transmission, and Electric Distribution. Reports highlight focus areas or facilities for first response assessment and planning. The output includes both assets for inspection prioritization and/or potential damage estimates.

The DASH program includes continual improvement measures and functionality developments which continue to refine the accuracy and information provided in DASH reports. Experience from earthquake exercises provides user feedback for identifying enhancements for the DASH model and output.

Figure 5-5: Earthquake Notification and DASH Report Timeline



5.6.2 Storm Outage Prediction Program

To mitigate the considerable operational risk caused by adverse weather, PG&E's Meteorology Operations and Analytics team developed a storm damage prediction model, the Storm Outage Prediction Project (SOPP) Model (see Figure for an example output product). Meteorologist/machine mix decision products, SOPP outputs leverage 28 years of historical outage and weather data to predict potential outages.

Figure 5-6: Sample DSO SOPP Model Forecast

Update at least daily across 19 divisions and the system, the PG&E SOPP model forecasts the following:

- Sustained Outages (SO)
- Customers Experiencing Sustained Outages (CESO)
- Resources (Troublemen and Crews) needed to respond and repair
- Standby 911 Emergency Events
- Location, category, and time of adverse weather precipitation, wind, heat, lightning, and snow impacts

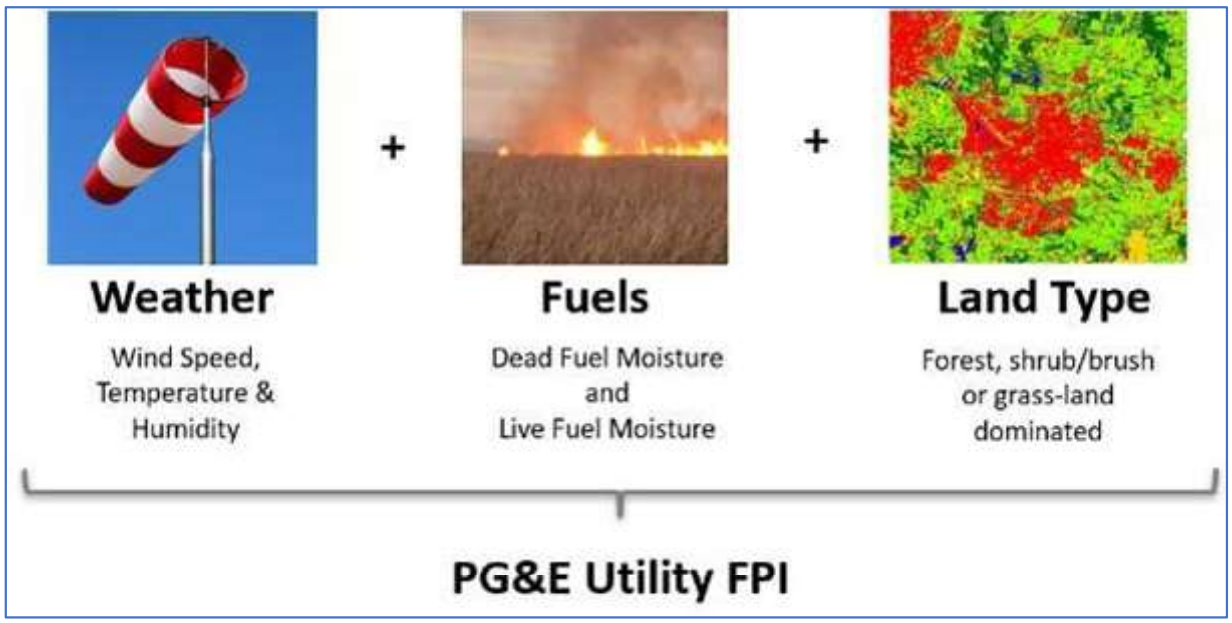
The SOPP Model supports advance planning and preparation for storm events for electric transmission and distribution asset managers. Both groups receive daily SOPP model forecasts.

5.6.3 Fire Potential Index

To understand the potential for large fires to occur across the PG&E territory at a high resolution and hourly, and up to four days in advance, PG&E developed the Fire Potential Index (FPI)I Model in 2015 and significantly enhanced the model in 2018 and 2019. The current FPI Model is modeled on historical fires using PG&E's 30-year downscaled climatology, Dead Fuel Moisture (DFM) and Life Fuel Moisture (LFM) Models, fire weather indices, and other models and data.

The PG&E FPI deployed initially in 2019 combines fire weather parameters (wind speed, temperature, and RH), dead and LFM data, and land use type, as depicted in Figure , PG&E Fire Potential Index.

Figure 5-7: PG&E Fire Potential Index



For additional information about the FPI tool, refer to section 2.1.2 in the Wildfire Annex, (EMER-3105M).

5.6.4 PG&E's Operational Mesoscale Modelling System

In addition to National Oceanic and Atmospheric Administration (NOAA) models, PG&E's meteorology department operates the Operational Mesoscale Modeling System (POMMS), a high-resolution weather forecasting model that forecasts fire weather parameters, including wind speed, temperature, relative humidity, precipitation, and fuel moisture values down to 2-kilometer resolution.

5.6.5 Outage Producing Wind

In 2020, PG&E revised its Outage Producing Wind (OPW) Model. The revised version represents the next generation distribution outage model building on the 2019 OPW model. The OPW Model was built from the ground up and is focused on supporting mitigation of utility caused wildfire risk through PG&E's PSPS program and other wildfire risk mitigation programs. The OPW Model is based on an analysis of windspeeds from PG&E's 30-year weather climatology and approximately 400,000 sustained and momentary outages occurring on distribution grid from 2008 to 2020. Damages and hazards from PG&E's 2019 PSPS events were also included in the training set. Excluded from the outage data are outages due to snow, rain and lightning, and outages due to non-weather driven major events such as fires and earthquakes.

The OPW Model forecasts the probability of unplanned outages associated with wind events occurring in PG&E's service area. The output of the OPW Model is a measure of the probability of an outage in specific parts of PG&E's service territory based on forecasted wind speed. The OPW Model is driven by PG&E's high-resolution weather

modeling output, POMMS, at 2 km resolution. Outage producing winds are forecast four times per day with the hourly outage probabilities for each grid cell with a forecast horizon of 105 hours ahead for 2 km resolution. These winds vary across PG&E's system based on differences in topography, vegetation, and climatological weather exposure in different parts of PG&E's service territory.

5.6.6 Debris Flow Hazard Modeling and Warning

PG&E Geosciences and HAWC perform annual debris flow hazard modeling and have a warning procedure for monitoring debris flows in fire burn areas. The model is an adaptation of the U.S. Geological Survey post-fire debris flow model, including input from nearest rain gauges to assess the likelihood of debris flow initiation in fire burn zones relative to rainfall intensity. The model helps assess areas of greatest debris flow likelihood during storms, focusing on short-term rainfall intensity (e.g., triggering rain intensity of equal or greater than¼-inch in a 15-minute period). Ongoing desktop analysis of model outputs, field checks and instrumentation improve and validate the model.

Post wildfire debris flow is a significant concern within the PG&E service area. Further details on debris flow modeling can be found in the Wildfire Annex (EMER-3105), (section 4.4.5).

5.7 Annex Development

Additional annexes to the CERP may be developed based on EP&R Strategy Execution Prevention unit led Threat and Hazard Identification and Risk Assessment (THIRA) process. PG&E's internal THIRA process incorporates a coordinated EP&R/EROM horizon scanning feedback loop, to include use of the National Risk Index (NRI) to help understand community risk.

PG&E also reviews, as available, mitigation plans developed by county and state agencies in relation to capability targets identified within their individual THIRA analyses. Hazard-specific annexes can also be identified directly via the corporate risk identification process described earlier in this section.

Functional and Hazard annexes development follows the same guidance as the CERP, notably the Company Emergency Response Plans Standard (EMER-2001S) and the Emergency Preparedness and Response Policy (EMER-01). After each annex is approved, the document is posted to the Guidance Document Library (GDL. Copies of the annex are distributed to 24/7 control centers, gas, electric, emergency preparedness departments, and other FAs—including those that own an Annex in the CERP.

Concepts of Operations (ConOps) are also written for planned events, such as major planned sporting events and celebrations in the territory, (e.g., SuperBowl50 or NBA,

MLB, and NFL championship celebrations[38]). ConOps and other types of emergency plans are maintained by Emergency Preparedness & Response (EP&R).

5.8 Training and Exercises Program

PG&E's training program is aligning with the Standard Emergency Management System (SEMS) to better collaborate and coordinate response with all elements of California's emergency-management community.

EP&R SE is responsible for communicating and coordinating PG&E's emergency preparedness training and company emergency exercise program for all FAs. Upholding our commitments to our regulators, EP&R SE is responsible for organizing and delivering to PG&E EOC staff, courses that are certifiable by FEMA and/or Cal OES California Specialized Training Institute(CSTI) and are relevant to utility emergency responders.

As part of CPUC General Order (G.O.) 166 Standard 3 compliance, PG&E will annually train designated personnel in preparation for emergencies and major outages. The training will be designed to overcome problems identified in the evaluation of responses to a major outage or exercise and reflect as relevant changes to the *CERP* and/or its hazard of functional annexes.

If the *CERP* is used during the twelve-month period for an event or major outage, PG&E may not conduct an exercise for that period.

PG&E's multi-year training and exercise program is described in the EP&R Integrated Preparedness Plan (IPP) which is company-wide in scope. PG&E will annually train personnel with an emergency role(s) in preparation for emergencies. Training shall be designed to overcome problems identified in the evaluation of responses to major emergencies and exercises.

5.8.1 Training

PG&E continually evaluates threats, hazards, risks, after action reports, and related post-incident or exercise corrected actions as part of its multi-year training strategy. The PG&E Learning Governance Committee authorized the requirement that all company emergency responders complete California Specialized Training Institute (CSTI) Type III credentialing for their assigned Emergency Operations Center (EOC) positions.

Baseline coursework for the CSTI Type III EOC credential includes:

- G-606 California Standardized Emergency Management System (SEMS) Introductory Course
- IS-100 Introduction to the Incident Command System, ICS100
- IS-200 ICS for Single Resources and Initial Action Incidents, ICS 200
- IS-700 An Introduction to the National Incident Management System
- IS-800 National Response Framework – An Introduction

[38] NBA = National Basketball Association (Warriors), MLB = Major League Baseball (Giants, Athletics), NFL = National Football League (49ers, Raiders), and NHL = National Hockey League (Sharks).

The current EOC training schedule can be found on the EOC SharePoint Resource site at: Emergency Management Training & Exercises–- Home (sharepoint.com)

FEMA IS (Independent Study) courses are available online at www.training.fema.gov/is. G-606 is available online at https://www.caloes.ca.gov/cal-oes-divisions/california-specialized-training-institute/training-exercise-programs/emergency-management-training-program.

In addition to FEMA and CSTI training, EOC emergency responders must also annually complete:

- **EPRS-9010WBT – CERP Overview** is an introduction to the CERP and an overview of current-year changes. Refreshed yearly after the CERP is updated and published, EOC on-call staff must remain current with this annual training.

5.8.2 Exercises

PG&E's Emergency Preparedness & Response Strategy & Execution Exercise Team plans, coordinates, and conducts the following types of Emergency Preparedness Exercises:

- Seminars
- Workshops
- Tabletop Exercises (TTX)
- Games
- Drills
- Functional Exercises (FE)
- Full Scale Exercises (FSE)

CPUC General Order 166 Standard 3D requires California utilities to provide no less than ten-day notice of an annual exercise to state and local authorities, including the CPUC, state and regional offices of the California Governor's Office of Emergency Services, the California Energy Commission, and emergency offices of the counties in which the exercise is to be performed.

All exercises are designed and executed consistent with Homeland Security Exercise and Evaluation Program (HSEEP) methodology, the California Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the PG&E"s EP&R SE Integrated Preparedness Plan (IPP) The conduct of emergency preparedness exercises fulfills a key component of compliance with CPUC General Order (G.O.) 166, specifically Standard 3, parts a and b.

EP&R is responsible for developing and maintaining PG&E's company emergency exercises. The emergency exercises:

- Are objective driven
- The common core capabilities evaluated for every exercise are:
    - Situational Assessment
    - Operational Communications
    - Operational Coordination
    - Public Information and Warning
    - Logistics and Supply Chain Management
    - Planning

    - Safety
- Allow participants to practice the duties, tasks and operations they would be expected to perform in a real emergency
- Are adapted from the HSEEP to serve a utility
- Test emergency plans on an ongoing basis and no less frequently than once per calendar year

EP&R facilitates exercise planning meetings for corporate level exercises. Exercise planners from each business unit develop their portion of the exercise as assigned in planning meetings, following all planning guidelines and timelines.

The Vice President of EP&R is responsible for ensuring that exercises mandated by regulatory agencies are exercised at least annually or meet the regulatory requirements for exercises. Each FA is responsible for ensuring their hazard-specific annexes to the CERP are exercised at least annually or per regulatory requirements.

Both the CERP and annex exercises are based on emergency management program priorities, and test the specific operational components included in the CERP and annexes. Exercises can be conducted in workshop, drill, tabletop, functional and full-scale formats. The exercise format is selected based on the capabilities and objectives identified.

Depending on the scenario, exercises may include participation from other departments or from external public agencies. Generally, PG&E invites representatives from federal, state and local agencies to participate in or observe the annual CERP exercise. Which agencies are invited may depend on the exercise scenario or location and may include the following:

- Local emergency management agencies and offices of emergency services
- CPUC
- CAISO
- CEC
- Cal OES
- Nongovernmental Organizations (NGO)
- Voluntary Organizations (VO)
- Community-Based Organizations (CBO)

The current EOC exercise schedule can be found on the EOC Training and Exercise SharePoint Resource site.

5.8.3 After-Action Reports

In the event-based risk framework, PG&E Emergency Preparedness and Response (EP&R) serves a key role in mitigating the consequences of many risk events. Conducting evaluations and after-action reviews of EP&R and other FA practices and

procedures—during and following company exercises—is a standard step in contributing toward PG&E's operational management of risk.

PG&E EP&R sets priorities for emergency training and exercises based on various inputs. These inputs include the vision and priorities of Company leadership including legal, federal/state and plan requirements. Inputs also include feedback from internal and external stakeholders and partners, threats, hazards and risk assessment data, and an assessment of the organization's ability to perform and deliver core capabilities during exercises and real-world events and incidents.

Lessons learned from and best practices identified during these activities result in improvements to EP&R and other participating FA practices. Corporate risk owners and managers incorporate the findings (documented after-action reports) and improvement ideas in their periodic risk assessments.

EOC Activation After-Action Report (AAR) Process Standard (EMER-2003S), can be found in the Guidance Document Library.

The After-Action Report (AAR) document summarizes key information related to EOC activations and exercise scenarios. EP&R SE is responsible for ensuring that the AAR is completed for the annual exercise(s) as well as any incident involving the EOC activation. Lessons learned will be captured using the PG&E-approved AAR template[39].

CPUC General Order 166 Standard 3 asks California utilities to annually evaluate their response to exercises or major outages as part of the utility's annual G.O. 166 filing. PG&E's Emergency Operations Center (EOC) After Action Report (AAR) standard describes the process and requirements for collecting hot wash data after an EOC activation. Responsible parties are identified along with supporting roles to the development of an AAR. Details on the AAR process flow can be found in the Standard's Appendix A, EOC AAR Process Flow Chart.

[39] The AAR template is modified from the U.S. Department of Homeland Security's Homeland Security Exercise and Evaluation Program (HSEEP) AAR template.

6 Incident Management Concepts and Guidelines

PG&E aligns its emergency preparedness and response practices and structure with:

- National Incident Management System (NIMS)
- Standardized Emergency Management System (SEMS)
- Incident Command System (ICS)

Under the NIMS, SEMS and ICS organizational structures, there are Command and General Staff positions. General Staff consists of five primary sections: Operations, Intelligence and Investigations, Planning, Logistics, and Finance and Administration.

The PG&E emergency response model is organized, and the Emergency Operations Center (EOC) is staffed, using principles from NIMS, SEMS and ICS including but not limited to:

- Following a unified approach, (i.e., a single chain of command, adaptable to meet situational needs)
- Managing by a unified set of objectives, when possible, for single and dual commodity incidents
- Managing equipment, facilities, personnel, procedures and communications effectively
- Standardizing operational structures and terminology to enable disparate groups to work and communicate together in a predictable, coordinated manner

6.1 National Incident Management System

The National Incident Management System (NIMS) is designed to provide guidance to government organizations, non-profits, and private sector businesses to work cohesively to manage incidents resulting from all hazards, regardless of their size, complexity or location. The purpose of NIMS is to reduce loss of life, damage to property, and harm to the environment.

The main concepts and principles of NIMS are:

- Flexibility – The NIMS framework allows maximum flexibility for multiagency, multijurisdictional and multidisciplinary coordination adaptable to events that are scheduled, incidents that provide warning or notice, and incidents that provide no notice.
- Standardization – NIMS provides an organized set of standardized operational structures that is critical in allowing disparate organizations and agencies to work together in a predictable, coordinated manner.

The five components of NIMS are:

- Preparedness

- Resource Management
- Communication and Information Management
- Command and Management
- Ongoing Management and Maintenance

6.2 Standardized Emergency Management System

The Standardized Emergency Management System (SEMS) outlines the fundamental structure for response to emergency incidents in California. This system integrates California's emergency management entities and standardizes key elements of response phase planning and execution.

The main concepts and principles of SEMS include:

- Incident Command System (ICS) – An incident management system developed to improve preparedness and response capabilities and coordination of government, private and non-profit entities
- Multi-/inter-agency coordination – Coordination of affected agencies and organizations to handle emergency response activities as well as resource allocations
- Mutual Aid – A system designed to obtain additional resources for response from non-affected jurisdictions
- Operational Area concept – Management and coordination of information, resources and priorities among local governments. The Operational Area is the link between local and regional levels of emergency management coordination

6.3 Incident Command System

The Incident Command System (ICS) is a standardized hierarchical incident management structure that allows for cooperative response without compromising the decision authority of local incident commanders. The ICS provides a structure to ensure that pressing needs are met, while preserving precious resources and avoiding duplication and waste. The ICS is designed to effectively manage incident and event related equipment, facilities, personnel, procedures, and communications.

The main concepts and principles of ICS include:

- Scalable Modular Structure – The ICS organizational structure is designed to be flexible and able to scale up or down depending on incident size, complexity, and situational need. ICS Branches are considering to be incident or event organization elements with responsibility for tasks and activities.
- Span of Control— Within the ICS Operations Section, Branches are established when the number of Divisions or Groups exceeds span of control limits (generally 3-7 direct reports). ICS Division Supervisors have geographic responsibility and ICS Group Supervisors have functional responsibility.

- Management by objective – ICS emphasizes planning and management of incidents by focusing on objectives. The planning process used assists responders in prioritizing and formulating the incident objectives to guide the response efforts.
- Common terminology – ICS uses common terminology and clear language to allow diverse incident management and support roles to work together.

Use of ICS alphabet map designations (i.e., A, B, I.) can foster communication by providing a common location reference for mutual assistance responders unfamiliar with Company divisions, service area political subdivisions (i.e., cities and counties), and population centers. When operational complexity exceeds span of control limits, geographic map divisions may be further subdivided by adding a second alphabet designation within ICS map divisions.

ICS allows for Single Command and Unified Command, as described below.

See Appendix D for additional details on ICS.

6.3.1 Single Command

Single Command (also called Single Incident Command) is when one Incident Commander (IC) has full responsibility for incident management. Single Command may be simple, involving only an IC, or a complex organizational structure involving multiple emergency centers.

Every emergency incident begins as Single Command with one IC.[40] Initially, the first responder to the incident automatically becomes the IC and has overall command responsibility until:

6.3.2 Unified Command

In incidents involving multiple jurisdictional authorities where there are PG&E facilities involved, the company may participate in an ICS Unified Command incident management organization (Figure 6-1). Unified command enables agencies and organizations with different legal, geographic, and functional authorities and responsibilities to work together under a common set of incident objectives. All work carried out under a unified command organization will occur without loss or abdication of organizational authority, responsibility, or accountability.

[40] While there will always be an incident commander, other positions may be left unfilled based on the needs and circumstances of the incident.

Figure 6-1: ICS Command Staff

6.4 Dual Commodity Response

A dual (or multiple) commodity incident is managed as a single coordinated event with:

- One set of incident objectives
- One Incident Action Plan (IAP)
- One Operations Section
- One single coordinated process for resource management

An integrated incident organization may be used in a shared facility or base camp, rather than activating separate ICPs and OECs for Gas, Electric and other FAs. This integrated structure scales up/down as needed, based on incident needs. Management and reporting relationships include several options:

- Single Command – The IC oversees the emergency response of both Gas and Electric (or other FAs), with the creation of gas and electric branches within the Operations section to manage execution of the commodity response.
- Single Command with a Deputy Incident Commander – An IC from one commodity and a Deputy IC from another commodity manage the emergency response.

For multiple commodity incidents involving nuclear, refer to the Diablo Canyon Power Plant (DCPP) and the Humboldt Bay Power Plant (HBPP) Emergency Plans for response information. Information on integrated incident organization will be contained in the Nuclear Annex to the CERP.

6.4.1 Criteria for Which Commodity has Authority

When two or more FA representatives (most frequently Gas and Electric) are available to serve in the IC or emergency center commander role, the following guidelines determine the IC/emergency center commander and Operations Section Chief:

- Experience and training of the IC and Operations Section Chief
- Potential serious threat to the health, welfare or property of the public, employees, PG&E responders, and others
- Incident complexity and commodity impact factors, including volume of customers, infrastructure impact, resource requirements, and response duration

While selections may follow the above guidance, ultimate decision-making authority on the designation of an IC and Operations Chief resides with PG&E leadership as delegated to the EOC Commander or highest-level activated emergency center commander.

6.4.2 Modular Incident Management Organization

Scalable and flexible, PG&E's incident command structure will be organized in such a way as to expand and contract based on incident scope, resource needs, threats, and hazards.

In a dual commodity incident impacting company asset, incident command may initially be established at a division level Operations Emergency Center (OEC) by the gas or electric functional area with the most serious threat to life and property, or the greatest number of impacted customers. For incidents with catastrophic potential, PG&E may designate company geographic divisions as ICS Branch organizations. Most incidents impacting company operations will be managed at the functional area OEC level with limited personnel or resource augmentation.

For severe localized scenarios such as a San Andres fault earthquake with an epicenter west of San Francisco, the amount of damage within a discrete company division may be overwhelming. In such instances, the EOC Commander may assign teams and resources to ICS map divisions within a pre-existing company service area division (see Figure).

Figure 6-2: Example of ICS Divisions in the Company SF Division

6.5 Emergency Financial Guidance

It is imperative to follow PG&E's financial guidance and requirements. In an emergency response situation, documentation is especially critical so that incurred costs may be recovered through PG&E's Emergency Balancing Account (MEBA), Catastrophic Events Memorandum Account (CEMA), and other applicable filings (e.g., wildfire and PSPS related costs). Unsupported costs, i.e., without documentation or proper approvals, will not be reimbursable or recoverable.

To predict recovery costs, PG&E employs various forecasting models, (e.g., historical, outage, resources and facility types, unit costs and estimates), which help Finance develop a restoration cost estimate for:

- Internal accounting and forecasting
- On-hand cash management
- External investors and lending institutions
- Insurance carriers

This estimate and subsequent documentation will:

- Develop strategic framework for financing the emergency response and recovery and ensure proper accounting
- Staff the Treasury Unit in the Finance and Administration Section to know how much cash may be needed in a relatively short period of time. With the estimate and a review of current cash on hand, Treasury will then determine in what manner the additional cash should be raised
- Staff the Insurance Unit in Finance and Administration Section to support notification of insurance carriers to ensure that they are aware of the incident and existing or anticipated damage, and to anticipate forthcoming claims. Appropriate documentation will be needed to verify that claim requests are related to the incident
- Comply with the Timely Cost Recording Standard (FIN-3910S) to support timely recording of costs, estimated goods receipts and accruals
- Enable quick response to internal and external audit or data requests
- Provide current actual data from which future estimates will be built
- Facilitate prompt payment of third-party contractors and/or mutual aid assistance invoices by showing that services provided aligned with predicted needs

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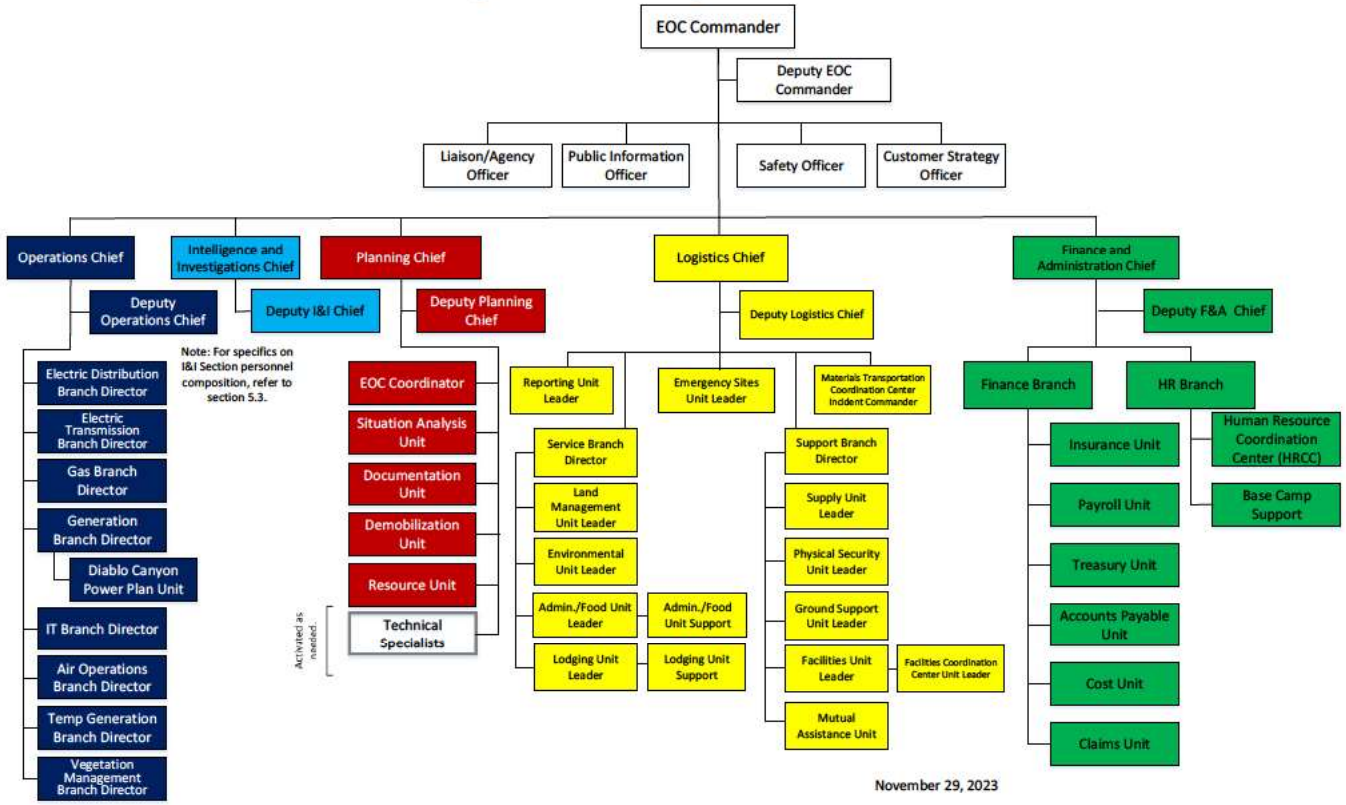
7 EOC Staffing

As of 2020, EP&R Strategy and Execution had re-aligned EOC roles and the overall structure of the emergency organization to a more traditional Incident Command System (ICS) framework to enhance emergency response performance and coordination with partners. Figure 7-1 provides an overview of the Emergency Operations Center (EOC) organization sections and the units. Additional details about the units are provided in the role descriptions presented in this section.

Figure 7-1: EOC Organization Chart



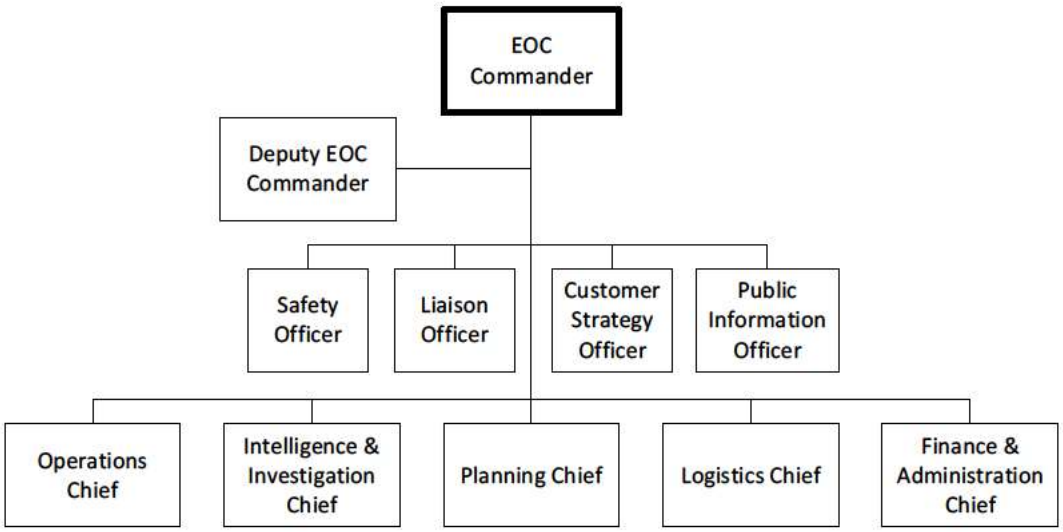
Staff are organized under the following functional areas:

- Command Staff
- General Staff, which includes:
  - Operations Section
  - Intelligence and Investigations (I&I) Section
  - Planning Section
  - Logistics Section
  - Finance and Administration Section

7.1 EOC Command Staff

The organizational chart in Figure 7-2 displays the EOC Command Staff top-level structure. Individual EOC sections, branches, units, and roles are described in this section.

Figure 7-2: PG&E Command System



The positions described below specifically refer to the EOC staff positions; however, depending on the situation, other activated emergency centers may have the same or similar staffing structure. In the EOC, sections are distinguished by the color of the vest worn while on duty.

The Command Staff is led by the EOC Commander (IC) and includes the Deputy EOC Commander, Officers and Support Staff.

The General Staff consists of five sections, with each section led by a Section Chief who reports to the IC. Officers and Section Chiefs have additional direct reports.

Table 7-1 identifies direct reports to the EOC Commander. It does not include subordinate reports or those who report up to officers.

Table 7-1: EOC Roles that Report Directly to the Incident Commander

Command Staff	
EOC Commander	Navy Blue with Neon Stripe
Deputy EOC Commander	Navy Blue
Officers	
Safety Officer (SO)	White
Public Information Officer (PIO)	Tan

Command Staff	
Customer Strategy Officer (CSO)	White
Liaison Officer (LNO)	White
General Staff	
Sections	
Operations	Royal Blue
Intelligence & Investigations	Light Blue
Planning	Red
Logistics	Yellow
Finance and Administration	Green

7.1.1 EOC Commander

As part of PG&E's emergency management practice, there is always an on-call EOC Commander who oversees company emergency operations. When working in an emergency center, this position is the EOC "Commander".

The EOC Commander is responsible for:

- Notifying emergency personnel, executive leadership, and external agencies of activation per the emergency plan checklists
- Determining what level of EOC activation is required and which EOC to activate (i.e., Vacaville Emergency Response Center, virtual, or any other place designated by the EOC Commander.)
- Assessing incident priorities and resource needs
- Overall management of the incident, including:
  - Developing and implementing the response strategy
  - Coordinating the response strategy with external agencies, when appropriate
  - Making management decisions during an incident within the scope of authority
  - Coordinating with FA executives on policy issues beyond that scope

The EOC Commander's responsibilities include:

- Resolving section conflicts
- Setting strategic objectives
- Directing the tactical response to the emergency incident
- Coordinating with and providing regular communication to PG&E Company Leadership when activated
- Approving and overseeing the Incident Action Plans (IAPs)
- Approving all communications strategies in consultation with the PIO
- Setting the operational period

- Establishing orders and directives necessary for effective operations
- Approving or denying field requests for Base Camps and Micro Sites

7.1.2 Deputy EOC Commander

The Deputy EOC Commander:

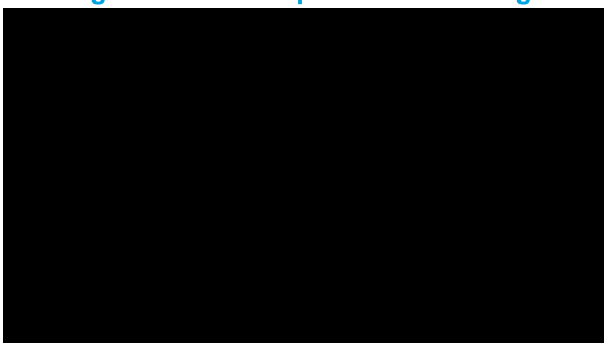
- Has the same authority as the EOC Commander
- Acts as the EOC Commander in their absence
- May have one or more deputies and may delegate responsibilities in accordance with the needs of the incident

7.1.3 Safety Officer

The Safety Officer:

- Monitors safety conditions in the field and is the Safety Officer in the EOC (Figure)
- Advises the EOC Commander on all matters relating to operational safety
- Develops measures and messages for improving safety and health awareness of all assigned personnel
- Tracks work-related injuries
- Ensures proper analysis of safety incidents is performed

Figure 7-3: EOC Operational Briefing



7.1.4 Public Information Officer

Each level of the PGE's emergency response may have a Public Information Officer (PIO) and/or public information function. However, when staffing the EOC, the PIO's role is to provide strategic communications counsel to the IC.

The Public Information Officer:

- Oversees the Public Information Office
- Develops all internal and external communications strategies and messaging during an emergency
- Obtains IC approval of all information to be released from the event or incident.
- Ensures that all information being shared with external audiences is timely, accurate and consistent.
- Escalates significant issues to the IC for additional guidance on potential actions and strategies

Consistent with NIMS Joint Information System principles 'G'E's Public Information Office:

- Develops and implements communication strategy to ensure “one voice” communications
- Coordinates emergency communication activities with other agencies, media, customers, etc., through verbal replies, on-camera interviews, written statements, press releases and social media
- Responds to real-time media requests for information, interviews and status
- Conducts press conferences and manages press questions and queries
- Staffed by PIO and other EOC positions as required (e.g., Customer Strategy Officer, Liaison Officer)
- In a Diablo Canyon Power Plant (DCPP) emergency, the EOC PIO integrates with the DCPP Joint Information Center (JIC) in San Luis Obispo to ensure timely, accurate and consistent messaging
- Additional communications information is available in section 4 “Coordination and Communication,” of this plan and in the Emergency Communications Annex

7.1.5 Customer Strategy Officer

The Customer Strategy Officer (CSO) serves as an advocate for customers by:

- Providing updates to customers
- Addressing customer issues
- Communicating high-priority outage concerns to the emergency operations team
- Develops customer communication strategy in coordination with the other customer focused teams, including
  - Customer Contact Emergency Coordination Center (CCECC)
  - CSOs in the RECs, OECs and/or IMTs
  - Public Information Officer
  - Liaison Officer
  - Digital Strategy Lead

7.1.5.1 Digital Strategy Lead

Reporting to the CSO during EOC activations, the Digital Strategy Lead functions as the overall incident or event digital program subject matter expert, with knowledge of both the tools and how they function as well as the static content. The Lead is versed in the sequencing of tasks, who to turn to for help or to get technical questions answered.

Responsibilities include:

- Having situational awareness for the incident or event and how the web should be updated in response to changing operations conditions (e.g., address lookup, data tables, website user interface, etc.)
- Coordinating with the various teams that support the web during incidents or events, including the Digital Strategy assistant, the GIS team, the Customer Care

Emergency Contact Center (CCECC) team, Planning Section, Liaison (LNO), CSO and the PIO. The Lead is expected to understand upstream and downstream dependencies, the timing required for each step in the digital process, and the correct sequencing of events for accurate, timely web and customer notifications.

- Reviewing customer feedback and making on the fly optimizations to the customer experience when possible.

7.1.5.2 Digital Strategy Assistant

The Digital Strategy Assistant takes direction from the Digital Strategy Lead and works with the digital strategy publisher to ensure that all content posted is correct.

Responsibilities include:

- Having a strong understanding of what content should be on the site at various stages of an incident or event.
- Proofreading the content put up by the publisher before it goes live to the public (including all 16 languages PG&E uses for customer and/or community communications).
- Managing new translation requests that come in on the fly during events.
- Ensuring all new translations become part of the translations-library and that both translations and the subsequent draft web pages are reviewed and approved by in-country reviewers before going live to the public.
- Monitoring various chats for possible issues that need addressing, alerting the Digital Strategy lead when needed.
- Coordinating with the PIO on items such as publishing press releases.

7.1.6 Liaison Officer

The Liaison Officer (LNO) is primarily responsible for being the point of contact for representatives of government agencies, non-governmental organizations and/or private entities. In either a Single or Unified Command Structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO.

Depending on the scale of the incident, the LNO may also have agency representatives reporting to them. Liaison staff could include representatives from:

- Community Relations
- Public Affairs
- Government Relations
- Regulatory Relations
- Public Safety

If the incident involves Diablo Canyon Power Plant (DCPP), a Nuclear Liaison will report to the Liaison Officer. The Nuclear Liaison integrates plant response with the utility's

emergency organization and facilitates requests for information and company support with the DCPP emergency response facilities.

7.1.6.1 Public Safety Specialist Liaison Role

For most incidents Public Safety Specialist (PSS) staff serve as Agency Representatives (AREPs) to the Authority Having Jurisdiction (AHJ) for the incident consistent with the National Fire Protection Association (NFPA) definition of an organization, office, or individual responsible for enforcing the requirements of a code or standard, or for approving equipment, materials, an installation, or a procedure. In that capacity, PSS personnel report to the PG&E Incident Commander at an Operations Emergency Center (OEC) or PG&E Incident Management Team (IMT) Incident Command Post (ICP).

During EOC level emergency activations, PG&E's Public Safety Specialists may serve as the PG&E assigned City/County AREP responsible for coordinating and integrating PG&E's response with assigned City/County Office of Emergency Services. For larger events, Local Government Affairs may also act as a PG&E assigned City/County AREP.

When serving in an AREP capacity, PSS coworkers may report to the incident or event Command Staff Assistant Liaison Officer – Field Team or Group Lead. The Liaison Officer – Field Team typically holds twice-daily conference calls to coordinate with AREPs, provide the current event information and ask for escalations or feedback. AREPs then meet with their respective jurisdiction to relay the information and answer questions.

The initial priority of PSS team members, absent required response to an existing emergency (e.g., fire, gas release), will be to respond to regional (local/county) EOC location(s) if activated.

See PG&E Utility Standard EMER-4002S, Public Safety Specialists for additional details.

7.1.6.2 Nuclear Liaison

The Nuclear Liaison is only activated when there is a nuclear incident. This individual is also a member of the Liaison Unit and is the first point of contact for managing information flows from the Diablo Canyon Power Plant EOF to and from the EOC during an incident at the nuclear facility.

7.1.6.3 SOC Agency Representative Liaison

During emergencies, the State Operations Center (SOC) Agency Representative (AREP) is deployed to the SOC UOC (Utilities Operations Center) to increase emergency response coordination and communication with the California Office of Emergency Services (CA OES), other utilities, and other state and local agencies. The SOC AREP reports to the Liaison Officer.

The SOC AREP:

- Facilitates communication of emergency information between the EOC and the SOC
- Commits PG&E resources toward state or regional missions as needed and with explicit approval of the EOC Commander
- Attends SOC meetings, such as Operational Briefings, and EOC Command Calls
- Responds to state and local agency information requests
- Works with the SOC to request federal resources from FEMA and other federal agencies

See the Liaison Officer job checklist in the EOC Resources SharePoint site under Command Staff.

7.1.7 Legal Counsel

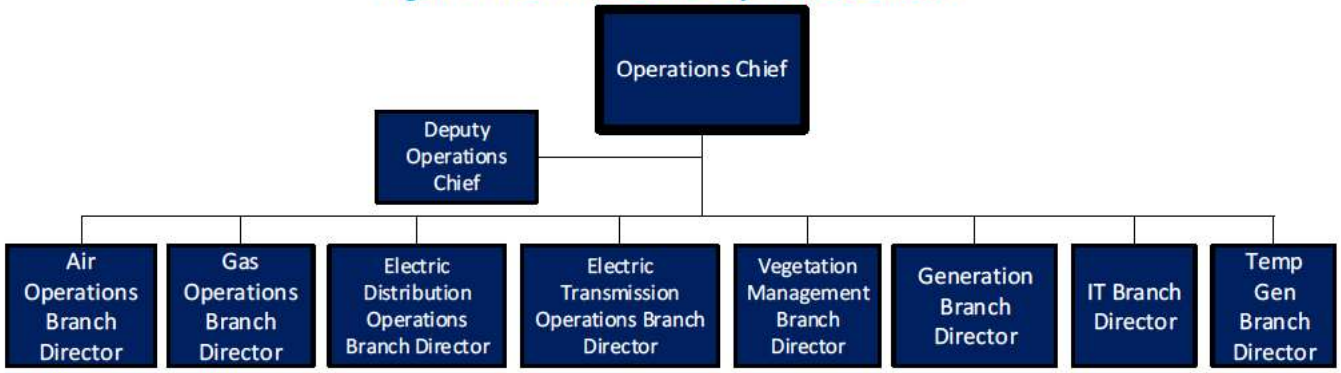
Although legal counsel may be appointed to the Command Staff for a particular incident or event, the Legal Officer is no longer a standing PG&E EOC Command Staff position. Legal advice should instead be requested through the Law EOC hotline at (925) 380-7171, or by sending an email to "Law_EOC_Team@pge.com". This includes:

- Providing advice and counsel on matters related to a PSPS event.
- Reviewing media releases and public information.
- Providing guidance and monitoring compliance with regulatory and reporting processes.
- Reviewing the document retention plan.
- Assisting in incident investigations.

7.2 Operations Section

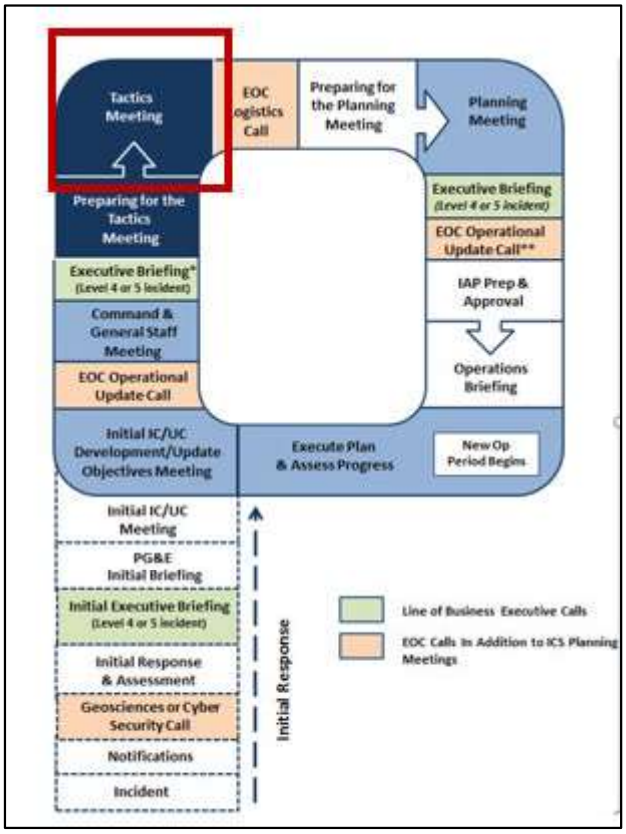
The Operations Section (Figure) implements the assessment and restoration strategy and achieves the incident objectives set by the Incident Commander (IC) and communicated in the Incident Action Plans (IAPs).

Figure 7-4: General Staff – Operations Section



Once the approach to achieving or working toward achieving the incident or event objectives is determined, the Operations Section Chief and staff prepare for the ICS "Planning P" Tactics Meeting (Figure) by developing tactics and determining the resources that will be applied during the next operational period.

Figure 7-5: Planning P Tactics Meeting



During the Tactics Meeting, key players review the proposed tactics developed by the Operations Section and conduct planning for resource assignments. The OPS Section Chief leads the Tactics Meeting, and key participants include the Logistics Section Chief, Safety Officer, a Planning representative, and other invitees.

In most emergencies, the Operations Section ensures coordination with other EOC sections and emergency centers, such as the Electric Regional Emergency Centers (RECs).

The Operations Section, led by the Operations Section Chief / Coordinator, consists of the following eight (8) branches, any or all of which may be activated, depending on the nature of the emergency:

- Air
- Gas
- Electric Distribution
- Electric Transmission

- Vegetation
- Generation
- Information Technology
- Temporary Generation

7.2.1 Air Operations Branch

PG&E's Aviation Services is comprised of helicopter, fixed wing aircraft and unmanned aerial system aircraft departments. During an emergency, the Air Operations Branch Director supports requests to patrol PG&E infrastructure to include as necessary the inspection of electric transmission and distribution lines.

When the EOC is activated, the Air Operations Branch Director coordinates all aviation service requests for the incident or event. To ensure requests for aviation services are coordinated in enough time to notify vendors, mission requests should be received and prioritized by close of business the day before support is required. If the number of requests requiring aviation services support outnumbers the number of aircraft available, the Operations Section will prioritize missions based on operational requirements.

The Air Operations Branch Director reports to the Operations Section Chief. Responsibilities include:

- Determining patrol aircraft deployment plan (for example, number of patrol aircrafts needed, number and location of aircrafts available, pilot resources available, timing of patrols).
- Determining aircraft operational times/periods based on Federal Aviation Administration (FAA) and company policy for duty days and flight hours, as well as, weather conditions, and airspace operating environments.
- Approving and managing movement/re-deployment of all aviation assets through coordination of the Operations Section Chief.
- Coordinating with Cal OES on support with mutual aid aircraft.
- Coordinating with Cal Fire on communications and access to airspace where they have Temporary Flight Restrictions (TFR).
- Reporting out on mission capable status of aircraft and pilots.
- Coordinating with Electric Operations on patrol aircraft location while inflight and during the patrol duty day.

7.2.2 Gas Operations Branch

The EOC's Gas Operations Branch supports the response, repair, and restoration of PG&E's gas distribution and transmission systems. Execution of gas service restoration and repair will be coordinated from the Gas Emergency Center (GEC) and implemented by the Incident Command Posts (ICPs).

The Gas Operations Branch will be represented by a select number of individuals in the EOC to support strategic planning and coordination with Electric.

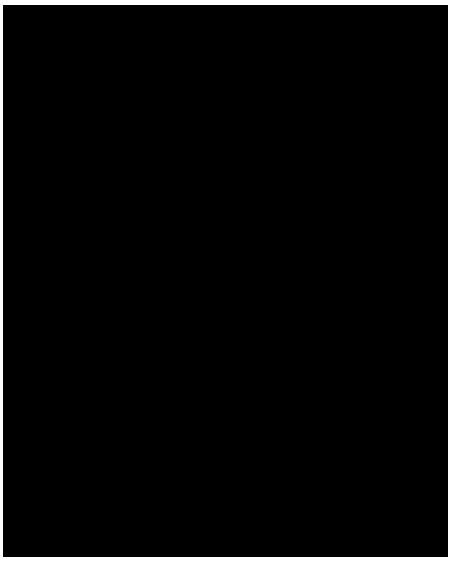
The Branch Director:

- Must be staffed by personnel who have the authority to make decisions on behalf of Gas
- Interfaces with the Electric Branch Director and others in the EOC to develop strategic level response, repair, and restoration strategies
- Provides updates for Gas Operations at the EOC Command and General Staff meetings
- Reports out for Gas Operations at the command and general staff meetings

7.2.3 Electric Distribution Operations Branch

The Electric Distribution Operations Branch (Figure) coordinates the recovery and restoration of PG&E's electric distribution system. The branch also provides information on customer outages and field operational challenges to the EOC.

Figure 7-6: Operations Staff Wearing Royal Blue Vests



The Electric Distribution Branch Director:

- Directs the work of the Regional Emergency Centers, who then perform tactical planning, mobilize resources within their areas, and guide multiple Operations Emergency Centers in the field performing restoration activity

7.2.4 Electric Transmission Operations Branch

The Electric Transmission Operations Branch coordinates with the Electric Transmission Emergency Center (ETEC) to manage the restoration of the electric transmission system.

The Electric Transmission Branch Director:

- Verifies that the Vacaville Grid Control Center (VGCC) is in close coordination with the California Independent System Operator (CAISO) for operational communications
- Verifies that ETEC is coordinating with Substation Transmission Operations Emergency Center (STOEC) to report transmission impact for de-energization, status of damage and restoration efforts
- Once CAISO has been notified, the Electric Transmission Branch Director will notify the Chief of Staff and/or Liaison Officer

7.2.5 Vegetation Management Branch

The Vegetation Branch Director (VBD) falls under the supervision of the Operations Section Chief. The VBD is responsible for planning and implementing vegetation strategy and tactics for the Operations Section while working with the Safety Officer to ensure safety protocols in the field are followed. The VBD also prioritizes resources and requests additional resources as needed.

The VBD:

- Develops strategies and tactics to manage vegetation response in the field
- Ensures Vegetation Branch Support team members and Vegetation Management Operations Emergency Center (OEC) leads understand the EOC Operational Period objectives and have adequate resources
- Establishes a cadence of receiving and reporting progress on field operations from Vegetation OEC leads
- Coordinates with the Safety Officer to provide safety messaging and observation of personnel in the field
- Provides the Public Information Officer (PIO) and Liaison Officer details regarding emergency vegetation work conducted to communicate to communities and public agencies
- Complies with all existing State and Federal vegetation clearance requirements
- Plans vegetation patrols in areas impacted by an emergency to identify abatement and clearing/fuel reduction opportunities
- Plans vegetation clearing/fuel reduction to reduce the fuel in and around the power poles and utility right-of-way using a variety of vegetation clearing/fuel reduction methods
- Prioritizes the resource and equipment needs. Identify external resource needs and works with the Mutual Assistance team for their acquisition
- Works with Vegetation OEC Leads, the Safety Officer, the Logistics Section Chief, Contractor Management and the Mutual Assistance team to ensure field crews, including contractors and mutual assistance crews, are properly equipped and trained on fire prevention and suppression tools
    - Responds to identify issues during storm response

7.2.6 Generation Branch

The Generation Branch secures gas and electric energy supplies to serve PG&E customers by safely, efficiently and effectively operating generating resources and administering the gas and electric transactions portfolio.

The Generation Branch includes the following:

- Nuclear Technical Specialist

- Energy Supply Group
- Power Generation

In the event of a generation emergency, the Generation Branch:

- Restores or replaces electric supplies to satisfy retail load and for managing the emergency at the plant level

7.2.7 Nuclear Technical Specialist

In the Emergency Operations Center (EOC), the Nuclear Technical Specialist falls under the Power Generation Branch Director.

The Nuclear Technical Specialist:

- Receives and communicates information to and from PG&E Nuclear Facilities
- Provides updates to Nuclear Facilities regarding Company EOC status and response efforts
- Provides explanation of nuclear situations and terms to Company EOC members as necessary
- Coordinates with Nuclear Liaison upon their arrival at the EOC if an emergency has been declared at either the Diablo Canyon Power Plant (DCPP) and/or the Humboldt Bay Power Plant (HBPP)

The Nuclear Technical Specialist becomes the first point of contact to the DCPP Emergency Response Organization (ERO), which is grouped into assigned teams for rotating on-call duties and to ensure that continuous 24-hour operations can be sustained. The DCPP ERO is trained in and implements components of the DCPP Emergency Plan. The DCPP Emergency Plan contains the following functional responsibilities:

- Plant Operations and Assessment of Operational Aspects
- Emergency Direction and Control
- Notification and Communication
- Radiological Assessment
- Plant System Engineering, Repair and Corrective Actions
- In-Plant Protective Actions
- Firefighting
- First Aid and Rescue Operations
- Site Access Control and Personnel Accountability
- Resource Allocation and Administration
- Public Information

The DCPP Emergency Plan is available upon special request from the DCPP Emergency Planning[41] intranet website.

7.2.8 Information Technology (IT) Branch

The IT Branch coordinates with the Information Technology Coordination Center (ITCC) to ensure the availability of Information Technology infrastructure, applications and services, and it manages the protection and restoration of technology services.

The IT Branch:

- Coordinates with the EOC Operations and Logistics and Other EOC Sections to establish technology restoration priorities and deployment of technology services associated with the incident
- Develops a strategy to restore or implement technology services associated with the incident
- Leads the ITCC by defining strategies for IT during the incident

7.2.9 Temporary Generation Branch

The Temp Generation Branch Director oversees the Temporary Generation Branch, which manages temporary generation deployment for substations, mid-feeder temporary microgrids, hardened Community Resource Centers (CRCs) sites, and backup power support for single sites. Responsible for developing event-specific temporary generation plans once PSPS is forecast for a given area, routing those plans through ICS approval, delegating execution of approved plans, and adapting plans as needed to align with the evolving event scope.

[41] The DCPP Emergency Planning website is at [redacted]

7.3 Intelligence and Investigations Section

The Intelligence and Investigations (I&I) function (Figure) may be activated, at the discretion of the EOC Commander, in cases where PG&E seeks to:

- Integrate intelligence and information collection, analysis and sharing for incidents that may be the result of criminal activities, (e.g., cyberattacks, physical attacks on critical infrastructure, and terrorist attacks)
- Determine the cause and origin of an incident
- Manage classified intelligence

The Intelligence and Investigations (I&I) Section:

- Maintains a template for tracking damages and hazards
- Tailboards the use of the template with the potentially impacted divisions
- Receives and aggregates the templates (including photos) into a single spreadsheet with all damages and hazards
- Activates for Public Safety Power Shutoffs, Physical Security and Cybersecurity incidents

Figure 7-7: Intelligence and Investigations General Staff Section

The Incident Command System allows for scalability and the IC/UC has the flexibility to establish the I&I function within the incident management organizational structure based upon the nature and type of incident. The I&I function can be embedded in the Planning Section, Operations Section, Command Staff, or as a separate general staff section or sections where there are multiple concurrent threats (e.g., cyber and physical).

When applicable, the I&I Section Chief may create one or more Groups within the Section and designate a Group Supervisor for each Group.

Source: October 2013 National Incident Management System, Intelligence/Investigations Function Guidance and Field Operations Guide 3

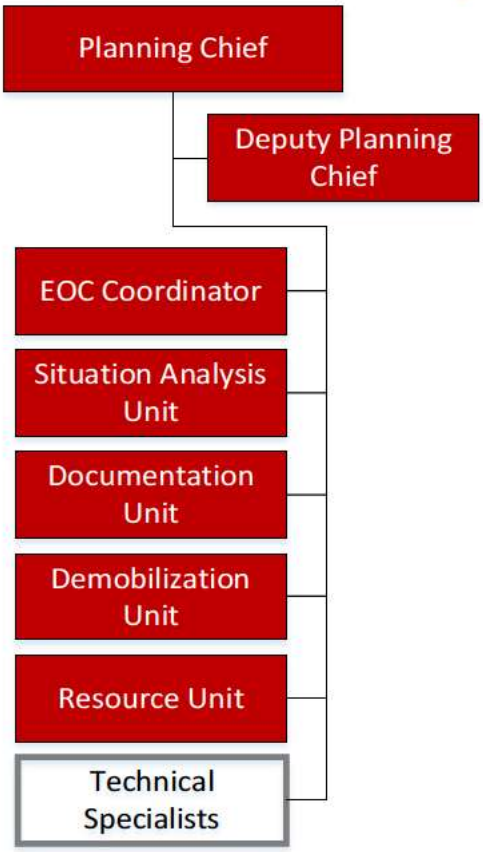
At PG&E, the I&I function is likely to be activated as a separate general staff section.

Details on PG&E PSPS, physical security and cybersecurity related I&I roles, responsibilities and organization components can be found in the PSPS Annex, (EMER-3106M), Physical Threat Annex, (EMER-3110M) and Cybersecurity Annex, (EMER-3102M), in the GDL.

7.4 Planning Section

The Planning Section (Figure 7-8) is responsible for collecting, evaluating and displaying incident intelligence and information. This section prepares incident action plans (IAPs), long-range, contingency and demobilization plans. Additionally, the Planning Section gathers situational intelligence, maintains incident documentation, and tracks resources assigned to the incident.

Figure 7-8: General Staff – Planning



The Planning Chief oversees the Planning Section, which contains the following units:

- EOC Coordinator
- Situation Unit
- Documentation Unit
- Demobilization Unit
- Resource Unit

7.4.1 EOC Coordinator

The EOC Coordinator is the primary company point of contact for EOC use during response operations, including activations of the Vacaville Emergency Response Center (VERC) or Alternate Emergency Operations Center in the San Ramon Valley Conference Center (AEOC-SRVCC).

The EOC Coordinator:

- Coordinates with the Director of EP&R Strategy & Execution, IT team, Corporate Security, and Facilities
- Executes tasks listed on Activation and Deactivation Checklists within one-hour of activation and deactivation time
- Serves as Everbridge notification lead
- Ensures vehicular, pedestrian, and interior EOC signage are functional, deployed and moved
- Ensures operational understanding of Vingtor gate access phone system
- Assists Safety Officer with briefing preparation, answers to questions, and helping to familiarize Safety personnel with facility layouts, evacuation routes, rally points, 9-1-1 details, etc.
- Works with IT Computer Field Analyst (CFA) and A/V Leads to support use of resources, e.g., video wall, Smart Boards, computer peripherals, printers/plotters, etc.
- Facilitates EOC facility operational flow and related staff guidance
- Tracks EOC supply usage and reports to EP&R facility leads for resupply
- Watches for signs of staff stress and assisting Safety Officer in implementing wellness programs and processes
- Supports staff administratively throughout emergency activations
- Generates specialized reports as requested (e.g., Everbridge)

The EOC Coordinator also serves as the on-call lead for responsible drafting and sending Everbridge alert notifications for EOC-related activity and departments that are unable to send alerts, during EOC activations and “blue-sky” operations.

7.4.2 Situation Unit

The Situation Unit:

- Collects and analyzes incident information
- Develops situation and intelligence reports
- Ensures that displays contain accurate information
- Participates in the operational planning process

- Conducts situation updates at meetings and briefings as requested by the Planning Section Chief

Depending on training and qualifications, functional area (FA) predictive data model owners (e.g., Meteorology, Geosciences, Electric Transmission and Distribution health and reliability, and Customer Care) may serve in the Situation Unit when activated for an emergency incident or EOC activation event.

7.4.2.1 Technical Specialists

Depending on incident complexity, technical specialists have special skills that may be helpful or necessary to the response and are activated only when needed. Technical specialists may be placed anywhere they are needed in the EMO. Thus, technical specialists may be assigned to other sections or in the command staff and report up to the appropriate section chief, officer, or commander.

Technical specialists include:

- Access and Functional Needs
- Business Continuity
- Business Technical Specialists-DMS/OMT
- Geosciences
- GIS mapping
- IT Tech Specialists-DMS/OMT
- Meteorology and Fire Science
- Nuclear
- Hazard Awareness and Warning Center (for PSPS and Wildfire events)

Moving forward, PG&E will continue to leverage the modular “plug and play” nature of the ICS Technical Specialist function, including the potential use of PSPS Technical Lead support for capacity shortage events.

7.4.3 Documentation Unit

The Documentation Unit:

- Oversees the collection, organization and retention of incident information, including EOC Unit Logs, forms, reports, EOC Action Plans, talking points, surveys/survey results, and other documents related to the response
- Prepares, assembles and distributes the EOC Action Plan for each Operational Period
- Works closely with EOC Support to capture meeting notes, action items and decisions

7.4.4 Demobilization Unit

The Demobilization Unit:

- Determines objectives, priorities, and constraints on demobilization
- Reviews incident resource records to determine scope of the demobilization effort
- Identifies surplus resources and probable release times
- Prepares the Demobilization Plan
- Monitors implementation of the Demobilization Plan, such as ensuring completion of the ICS 221 Form

7.4.5 Resource Unit

The Resource Unit Leader reports to the Planning Section Chief and is responsible for maintaining the status of all assigned resources at incident locations. Primary duties include:

- Tracking and analysis of resources assigned to the operation
- Development and maintenance of the Incident Organization Assignment List (ICS 203) and Organization Chart(s) (ICS 207)
- Establish Check in/Out functions at the incident locations (RECs, OECs, Base Camps) and work to achieve total accountability and tracking of incident resources.
- As required, transfer of information on Operational Planning Worksheets (ICS 215) to incident Assignment Lists (Incident Command System [ICS] 204 forms).

7.5 Logistics Section

The Logistics Section Chief oversees the Logistics Section (Figure 7-9), which consists of the Deputy Logistics Section Chief, the Service and Support branches, the Logistics Reporting Unit[42], and may include the Materials and Transportation Coordination Center (MTCC) depending on the scope and nature of the emergency. The Logistics Section secures resources, supplies, food, lodging, vehicles and equipment rentals, fuel, security, and medical services, as well as maintains equipment for incident personnel. Figure shows Logistic support personnel at the EOC.

[42] Provides per EMER-3005M_Logistics+Annex+(Ver+3).pdf subsection 4.1.2.2, Incident Intelligence Summary, EOC Logistics Section updates to the EOC Planning Section.

Figure 7-9: General Staff – Logistics Section

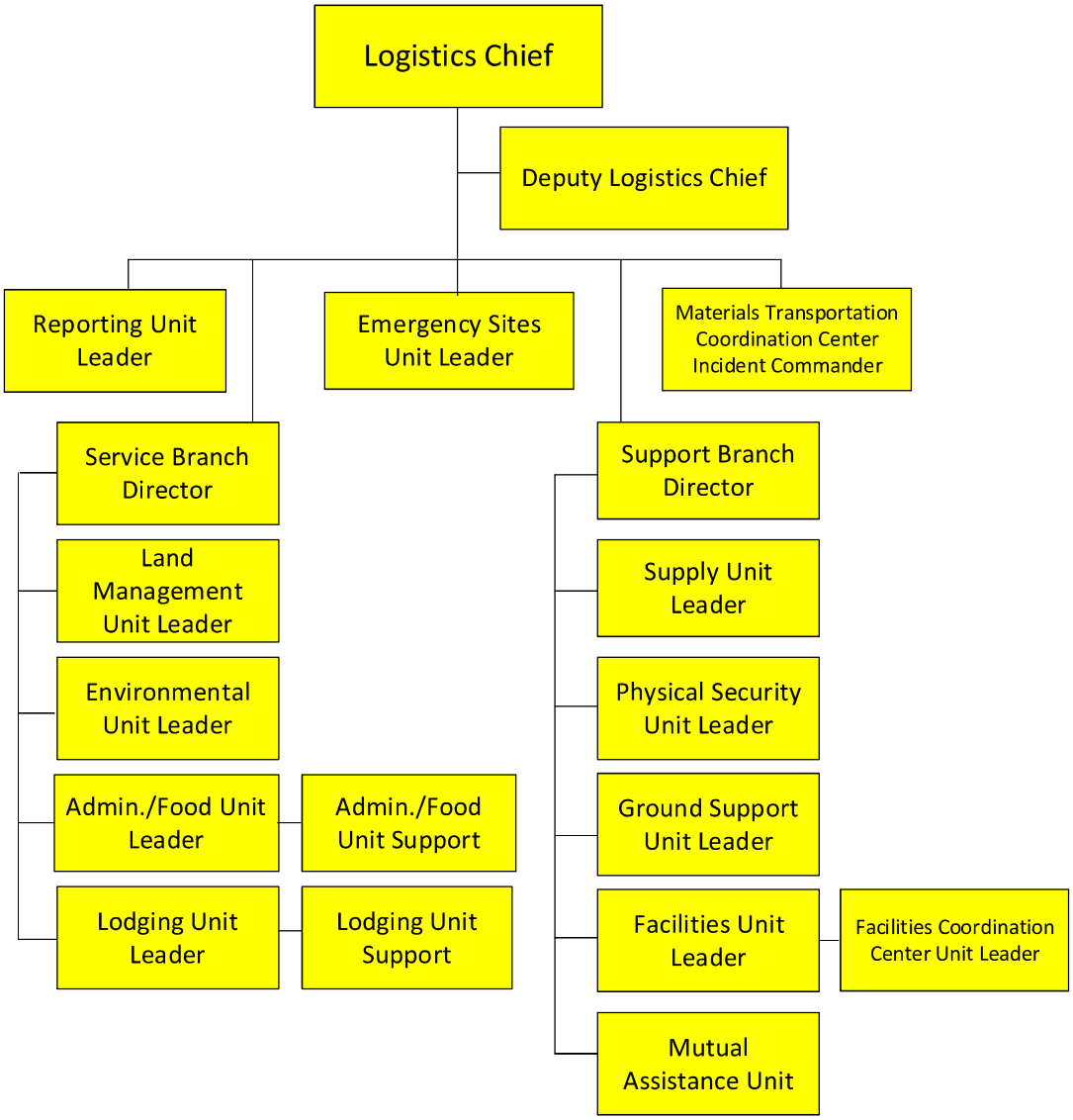
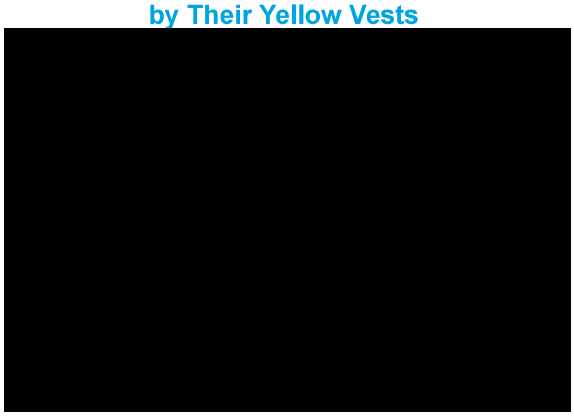


Figure 7-8: Logistics Support Personnel are Identified by Their Yellow Vests



7.5.1 Service Branch

The Service Branch:

- Maintains and submits incident documentation (such as the ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials) to the Documentation Unit for review
- Oversees the Service Branch which is comprised of the following units: Environmental Unit, Admin./Food, and Lodging.

7.5.1.1 Land Management Unit

The Land Management Unit:

- Maintains situational awareness of potential land issues
- Coordinates with Land Acquisition personnel on all land related needs

7.5.1.2 Environmental Unit

The Environmental Unit:

- Maintains situational awareness of potential environmental issues
- Provides expertise on hazardous materials/waste management, water quality, air quality, biological resources, environmental-related permitting and cultural resources

Note: Coworkers or contractors planning or conducting operations and maintenance work on State or Federal Agency managed public lands must check the Federal and State Agency Land Closures document to verify that area where work will be conducted is in fact open for access. Please utilize this hyperlink to verify that Agencies will allow legal access.

7.5.1.3 Admin./Food Unit

The Admin./Food Unit:

- Obtains event accounting for Emergency Operations Center (EOC) food expenditures including the Incident Commander's (IC) written approval
- Orders food as necessary for EOC staff and other PG&E facilities as requested
- Maintains stocks of perishable and non-perishable items in the EOC facilities, including replenishing of items before, during, and after activations and exercises
- Partners with Logistics Chief and Reporting Lead to maintain day-ahead forecast and operational headcount of all EOC staff members for meal counts
- Assists in support of Reporting Lead as necessary with incident documentation (such as the ICS 214 Unit Log, reports, talking points, tracking issues and requests, documents, notes, drafts and other materials) to the Documentation Unit for review

7.5.1.4 Hotels/Berthing Unit

The Lodging Unit:

- Arranges lodging for EOC PG&E personnel and field operations personnel as requested
- Supports obtaining temporary housing for customers, employees and retired employees as needed
- Coordinates with third party hotel service provider to secure lodging

7.5.2 Support Branch

The Support Branch:

- Maintains and submits incident documentation (such as the ICS 214 Unit Log, reports, talking points, documents, notes, drafts, and other materials) to the Documentation Unit for review
- Oversees the Support Branch, which is comprised of the Supply, Facilities, Ground Support, Base Camps/Staging, and Physical Security Units

7.5.2.1 Supply Unit

The Supply Unit:

- Oversees and coordinates all Logistics purchasing activities for materials and services
- Ensures that purchase orders (PO) are created for materials and services in a timely and accurate manner and are listed on the EOC PO log
- Acts as liaison between PG&E and critical suppliers
- Coordinates emergency materials requests with other utilities
- Tracks and expedites open POs, ensuring timely delivery and receipt of POs and accruals of costs as needed
- Works with suppliers as needed to resolve all supplier related issues

7.5.2.2 Facilities Unit

The Facilities Unit:

- Ensures efficient operation of the Facility Coordination Center (FCC)
- Activates and briefs FCC personnel of priorities and objectives
- Compiles data on the status of company facilities and provides reports as requested
- Coordinates emergency response and restoration activities as related to impacts to company real estate assets
- Sets up Alternate Company Headquarters (ACHQ) and Alternate EOC (AEOC) when activated

- Provides project management support when requested

7.5.2.3 Ground Support Unit

The Ground Support Unit:

- Arranges for services/repairs of vehicles and equipment
- Arranges and coordinates shuttling services
- Manages vehicle and equipment rentals
- Manages vehicle/equipment fueling
- Coordinates deployment of Mobile Command Vehicles (MCVs)

7.5.2.4 Base Camps/Staging Area Support

The Base Camps/Staging Area Support:

- Supports set-up of base camps, staging areas, micro sites, materials laydown areas and, community resource centers (CRCs)
- Contacts and coordinates with emergency service providers for all equipment and service needs
- Works with Land Acquisition and Environmental Services to identify and establish agreements for use of property as needed
- Ensures that all purchase orders (PO) related to base camps, staging areas, micro sites, materials laydown areas and community resource centers are created timely and are posted on the EOC PO log
- Tracks open POs, ensuring timely receipt of POs and accruals of costs as needed

7.5.2.5 Physical Security Unit

The Physical Security Unit:

- Ensures security of company personnel and assets
- Centrally manages security contracts for Company
- Provides security for temporary emergency sites, such as base camps, staging area, micro sites, materials laydown areas, and community resource centers (CRC)
- Coordinates with law enforcement agencies
- Reports to the Intelligence and Investigations Section during a cybersecurity incident

7.5.2.6 Mutual Assistance Unit

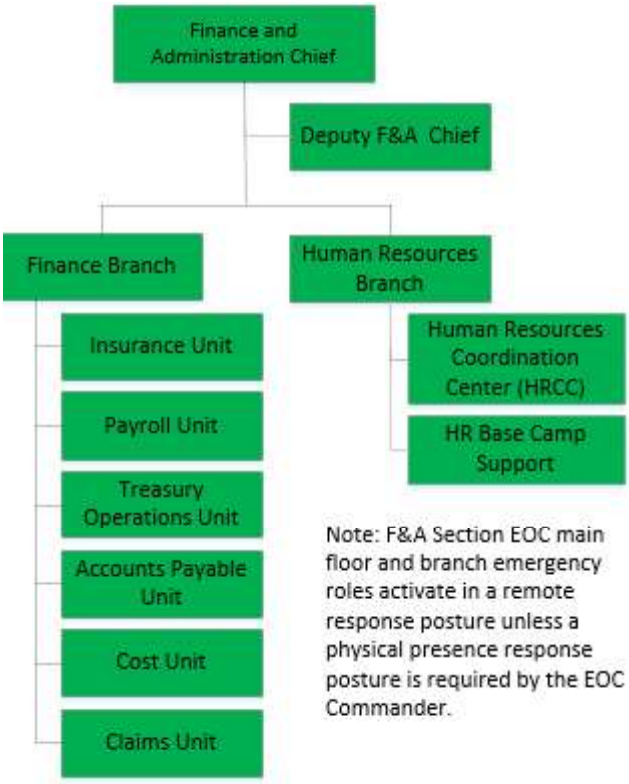
The Mutual Assistance Unit:

- Ensures PG&E's MA resource needs are met with regional or industry mutual assistance association and/or group resources
- Oversees receipt and documentation of in-coming MA crews
- In coordination with Planning Section Resource Unit Leader, checks in and accounts for MA crews before assignment to incident operations
- Briefs incoming MA personnel on PG&E unique work procedures and safety protocols
- Ensures incident or event activation briefings and databases reflect accurate MA resource information
- As required, oversees the Mutual Assistance Coordinator and Support staff activities throughout the incident or event
- Ensures that all MA purchase orders (PO) are created timely and are posted on the EOC PO log
- Tracks open POs, ensuring timely receipt of POs and accruals of costs as needed

7.6 Finance and Administration Section

Human Resources and Finance coworkers are assigned to Finance and Administration Section emergency roles. (Figure). HR and Finance coworkers share the assignment responsibility for the Section Chief and Deputy Section Chief emergency roles to ensure HR and Finance subject matter expertise is included at this leadership level. The Finance and Administration (F&A) Section Chief is an EOC General Staff emergency role. During all-hazard response incidents, the F&A Section Chief is responsible for finance and human resource support. The Section Chief and Section Deputy Chief activate and perform the consolidated section leadership and administrative actions. The essential functions for the Section Chief and Section Deputy Chief may be found within the emergency role checklist and the various CERP hazard annexes. Refer to the CERP hazard annexes Finance and HR Branch Director emergency roles section for finance and HR specific response information.

Figure 7-9: General Staff – Finance and Administration Section



7.6.1 Human Resources Branch

HR has three EOC activation response capabilities to support natural disasters, PSPS events, and cybersecurity incidents. Specific HR response capabilities are referenced within the CERP hazard specific annexes and the HR Annex. The HR Branch Director determines which HR emergency roles are activated and announces the appropriate response postures for those activated emergency roles. The below all-hazard information is consistent for the three HR emergency response activations. See HR Annex, section 4.8, “HR Response to Cybersecurity Incidents”, section 4.9, “HR Response to Public Safety Power Shutoff Events”, and section 4.10, “HR Response to Natural Hazard EOC Activations” for more information.

- Receives activation support from and coordinates with the HR Emergency Management Support Group (HR EM SPT GP)
- Activates the Section Chief or Section Deputy Chief, and HR Branch Director emergency roles to support HR EOC requirements (Monitors the need for other emergency role activation)
- HR EOC emergency roles maintain Finance and HR joint situational awareness, attend and support EOC meetings to brief section essential elements of information, and conduct EOC main floor required administrative actions when activated in the Finance & Administrative Section Chief or Deputy Chief emergency roles

- Determines HR emergency role activation, applicable emergency role response posture, HR ER TM operational period support (i.e., 12-hour or 24-hour periods/shifts)
- Conducts check in processes, receives initial briefings from the activated HR leadership, reviews the emergency role checklist, and reviews applicable company emergency response plans and annexes
- Accounts for activated emergency role arrival/availability and initiates the HR ER TM ICS 211 form documentation process and validates ICS 214 form compliance
- Approves and coordinates the HR incident objectives and support requirements with HR activated coworkers supporting the HR EOC, HRCC, and HR Base Camp
- Approves and coordinates HR incident objectives and support requirements with HR personnel located in the HR EOC, HRCC, and HR Base Camp Support units when activated
- Informs initial situation awareness notification to the Labor Relations Senior Director for the Labor Union notification process.)
- Develops, manages input, and distributes the HR Common Operating Picture/HR Leadership Message, EOC Action Plan, EOC Event Summary Report, and EOC Intelligence Summary Report essential elements of information throughout the activation. Validates HR Emergency Response Team staffing one week in advance
- Informs the EOC Safety Officer with known workforce injuries, deaths, , counselling, and safety incident awareness
- Monitors the need for and coordinates impacted coworker analysis, emergency messaging, and disaster support Supports the Finance & Administration Section Hotwash and EP&R After-Action Review/Improvement Plan process. Prepares for and executes the HR Emergency Response Team (HR ER TM) deactivation/demobilization process
- Monitors the need for and coordinates HR Help Line support
- Monitors the need to develop and approve ad hoc HR policy modifications
- Monitors the need for and coordinates EAP counsellor support
- Monitors the need to and synchronizes efforts with the PSEA Emergency Assistance Fund program
- Monitors the need for and coordinates PG&E health benefits disaster enhancement messaging
- Supports the HR activated emergency role reward and recognition analysis process with ICS 211 and ICS 214 forms compliance and HR ER TM Proficiency Matrix synchronization

7.6.2 Finance Branch

Key tasks and responsibilities for the Finance Branch include:

- Establish charging guidelines and event orders

- Communicate the appropriate field orders to capture time and expense for those responding
- Ensure that sufficient funds are available to pay vendors and employees
- Put together cost analysis and forecasting for the incident
- Notify insurance carriers about incident for costs that are eligible for recovery (when applicable)
- Track potential claims for compensation for injury or damage to life or property (if applicable)

The Finance Branch partners with Electric Distribution Emergency Restoration and EP&R to perform multiple tasks that help ensure costs are captured correctly, including:

- MEBA / CEMA qualification audits
- Timely closing of EOC orders

The Finance Branch also partners with the Sourcing and the Emergency Management team to:

- Ensure timely recording of costs, Estimated Goods Receipts or accruals as necessary to ensure that financial records are accurate.

The Finance Branch Director along has the following primary responsibilities:

- Ensure that all financial records are maintained throughout the event or disaster
- Schedule Finance Branch personnel
- Conduct Finance Branch briefings as required or requested
- Oversee the Finance Branch, which includes the following units
- Work with functional units to properly and timely accrue event costs
- Make sure orders are setup correctly for reporting and regulatory cost recovery

7.6.2.1 Insurance Unit

The company maintains insurance policies for incidents over a certain dollar threshold. The Insurance Unit:

- Ensures that PG&E's insurance carriers are aware of the incident, and ultimately that our claims for reimbursement are filed in a timely manner

7.6.2.2 Payroll Unit

The Payroll Unit:

- Ensures that PG&E has a back-up plan should our financial systems be temporarily disrupted
- Ensures that employees continue to be paid in a timely manner

7.6.2.3 Treasury Operations Unit

The Treasury Operations Unit:

- Ensures that the company has sufficient cash on hand to meet our operational needs required to respond to the incident

7.6.2.4 Accounts Payable Unit

The Accounts Payable Unit:

- Ensures that PG&E's main suppliers are paid in a timely manner, especially if our financial systems are temporarily disrupted because of the incident

7.6.2.5 Cost Unit

The Cost Unit ensures that individuals, at the REC and OEC levels, who are responding to the incident:

- Have the correct charging guidelines
- Are aware of the appropriate field orders to be used when charging their time
- Coordinates Finance & Administration with Regional Emergency Centers (RECs), Operations Emergency Centers (OECs), and District Storm Rooms (DSRs)
- Works with EOC Finance Chief and Deputy to put together a forecast (with updated unit costs and assumptions) that provides an accurate estimate of total cost to be incurred (expense and capital)

7.6.2.6 Claims Unit

The Claims Unit:

- Ensures awareness of any claims that might be filed against the company
- Ensures awareness of any safety issues that may have been created due to how we responded to the incident

8 Emergency Facilities and Coordination Centers

PG&E's Emergency Facilities can be activated in response to an incident or event. PG&E will activate the appropriate Emergency Facilities depending on the response needs. When activated, personnel operating out of each facility will follow company Emergency Management policies and practices. This includes organizational structure (emergency positions), coordination, communications, resource management, and financial tracking.

In addition to emergency field sites, there are three (3) types of Emergency Facilities maintained by PG&E:

- Emergency Centers
- Control Centers
- Support and Coordination Centers

CPUC General Order (G.O.) 166 Standard 1A stipulates that utilities coordinate internal activities in an emergency operations center or use some other arrangement suitable for the purposes of internal coordination.

8.1 Emergency Centers

During significant incidents, PG&E may activate several Emergency Centers to support response activities. Emergency Centers facilitate:

- Unity of effort and teamwork in a common workspace
- Information sharing, including legal policy guidance to on-scene personnel and planning for contingencies
- Coordination, deployment, allocation and tracking of resources
- System-wide and local area objectives and strategies
- Effective internal and external communication

8.1.1 District Storm Rooms

As described in CERP Electric Annex, EMER-3002, subsection 2.1.2.1, District Storm Rooms (DSRs) are tactical emergency centers housing personnel where company personnel direct emergency field restoration activities (i.e., Troublemen, Gas Service Representatives [GSRs], Meter Technicians, Estimators, Mappers, and Field Operation Crews). DSR personnel may report to the Operation Section of an Operations Emergency Center (OEC), if one or more OECs is activated. DSRs are typically located in service centers.

8.1.2 Substation Transmission Operations Emergency Center

The Substation Transmission Operations Emergency Center (STOEC) is an emergency center where company personnel provide field information to Electric Transmission Emergency Center (ETEC) personnel to support prioritizing the restoration of transmission outages. Activities carried out within the STOEC include damage assessment, information dissemination, coordination of transmission line and substation

manpower and equipment support, and other technical support as required in support of impacted operating departments.

8.1.3 Electric Transmission Emergency Center

The Electric Transmission Emergency Center (ETEC) is an emergency center where personnel provide support to the PG&E Vacaville Grid Control Center (VGCC) and the Rocklin Grid Control Center (RGCC). ETEC personnel coordinate with system protection personnel and the Electric Distribution Emergency Center (EDEC) and the Substation Transmission Operations Emergency Center (STOEC). The ETEC's primary location is within the VGCC, with an alternative site at the RGCC. When the primary Company Emergency Operations Center (EOC) is activated, ETEC personnel will report to the Electric Transmission Operations Branch Director.

8.1.4 Operations Emergency Center

There are 19 division level Operations Emergency Centers (OECs) located strategically throughout the company service area in support of electric operations. When activated, OEC personnel direct and coordinate DSR personnel responsible for damage assessments, securing hazardous situations, restoring service, and communicating information internally and externally.

Gas Operations no longer has pre-designated teams for OECs that may be activated. Gas OECs will be used to support any incident command post(s) as needed or may be the facility where the ICP is established. Both Gas and Electric OECs may support more than one incident at a time and may have several IMTs reporting into them.

During a dual commodity incident, an integrated gas and electric incident organization may share a facility, rather than activating separate OECs for Gas, Electric and other FA activities.

8.1.5 Electric Region Emergency Center

When activated, Region Emergency Center (REC) personnel manage the overall response to an electrical incident. REC personnel will communicate operational status and submit request and logistical support requests to the Company EOC. Currently, there are five RECs:

- North Coast
- North Valley and Sierra
- Bay Area
- South Bay and Central Coast
- Central Valley

A REC can be activated to support multiple Electric OECs open in one region, or to coordinate resource movement between regions or mutual assistance crews from outside the company. As an incident escalates, REC personnel become the point of contact for information for incidents in the impacted region.

8.1.6 Gas Emergency Center

Gas Emergency Center (GEC) personnel manage the overall response to a gas incident. The GEC serves as both the primary emergency center and regional emergency center for Gas Operations. During a Company EOC activation, GEC personnel report to the Gas Operations Branch in the EOC.

The GEC services as both the primary emergency center and regional emergency center for Gas Operations. Whereas Electric Operations has OECs and Regional Emergency Centers, the GEC has no regional center equivalents.

8.1.7 Emergency Operations Center

The Vacaville Emergency Response Center (VERC) is PG&E's primary physical Emergency Operations Center (EOC). The VERC is a dedicated "hot site" equipped with all necessary equipment, supplies, information and data systems, backup power, and other resources needed to conduct prompt and effective emergency response activities. Back up EOC operations may be conducted out of the company's San Ramon Valley Conference Center (SRVCC).

The EOC is a location where staff from multiple functional units come together to: (1) assess impacts on PG&E and coordinate incident command; and (2) under lower-level incidents, provide support to other PG&E Emergency Centers.

See section 7, "EOC Staffing", for EOC staffing and organizational information.

8.2 Control Centers

Control Centers monitor daily operations and manage for unexpected disruptions. During disasters, control centers become emergency facilities that perform essential emergency activities.

8.2.1 Distribution Control Centers

Personnel operating out of PG&E's three DCCs – one in the North, one in Central, and one in the South—monitor and manage the real-time operation of the electric distribution grid, including both planned and emergency outages. The three facilities are staffed 24 hours per day, 365 days per year and have the capability to transfer control between the 3 facilities during periods of peak activity or continuity of operations. If an outage occurs, the Distribution Operator (DO) personnel in the DCC directs field-level employees restoring service to:

- Go to substations to reconfigure or re-energize the distribution grid
- Operate distribution devices in the field to perform step restoration

8.2.2 Vacaville Grid Control Center

Personnel operating out of the Vacaville Grid Control Center (VGCC) manage real-time transmission system operations. As the company's single point of contact with the California Independent System Operator (CAISO)[43] the VGCC is staffed 24 hours per day, 365 days per year. VGCC personnel have direct contact with the CAISO to monitor power flows, coordinate clearance requests, and establish system restoration priorities.

VGCC personnel deal emergencies involving the electric transmission system. The Rocklin Grid Control Center (RGCC) is the backup facility for the VGCC.

8.2.3 Gas Control Center

Personnel operating out of PG&E's Gas Transmission and Distribution (collectively referred to as the Gas Control Center or GCC) monitor and control the flow of gas across the system 24 hours per day, 365 days per year, to ensure that it is received and delivered safely and reliably to customers. GCC personnel manage and operate the gas transmission and distribution systems in accordance with federal regulations such as 49 CFR § 192.631, "Control Room Management."[44]

PG&E's Control Room Management (CRM) Operations Manual contains the standards, procedures, plans and processes that collectively address how GCC personnel conduct their work activity under normal, abnormal and emergency operating conditions, including a 911 notification process.

8.2.4 Enterprise Network Operations Center

Personnel operating out of the Enterprise Network Operations Center (ENOC) (staffed 24/7/365) analyze the health and availability of technology services provided by Information Technology (IT) and Cybersecurity to identify issues and engage the proper parties to resolve. ENOC responsibilities include:

- Monitoring of IT and Cybersecurity infrastructure and critical systems
- IT and Cybersecurity incident and event management
- IT and Cybersecurity incident escalation and clearances (IT systems change management)
- IT and Cybersecurity Operations support

[43] The CAISO has overall operational control of our electric transmission facilities, as well as those of Southern California Edison, San Diego Gas & Electric, and others.

[44] For the text of 49 CFR § 192.631, see https://www.ecfr.gov/cgi-bin/text-idx?node=se49.3.192_1631. Link validated 06/10/2020.

8.2.5 Vacaville Security Control Center

Personnel operating out of the Vacaville Security Control Center (VSCC) monitor and manage physical access to PG&E facilities, alarm monitoring, engagement, and mitigation through utilization of various technologies, emerging threat issues and analysis, and security technology installation, support, and maintenance.

The VSCC is staffed 24/7/365.

8.2.6 Security Intelligence Operations Center

The Security Intelligence Operations Center (SIOC) provides intelligence, penetration testing, threat monitoring and response, incident response, data loss prevention, data security, security engineering, e-discovery, and digital forensics for enterprise PG&E cyber-assets.

The SIOC provides security monitoring 24/7/365.

8.3 Support and Coordination Centers

In addition to the facilities above, the Company may activate functional area level Coordination Centers (Table 8-1) to assist and augment the EOC and PG&E's restoration, customer service, and communications efforts.

When activated, coordination center staff will report to parent command or operation functions in the EOC. The table below describes these centers (in alphabetical order), their functions, and who has the authority to activate (in bold).

Table 8-1: Support and Coordination Centers

Initials	Coordination Center Function	Activation Authority
CCECC	**Customer Contact Emergency Coordination Center** • Coordinates response to emergencies through the WFM Routing Team • Compiles and reports facility, operational and customer status information	**Manager, Customer Technology and Call Routing** Customer Strategy Officer PIO
FCC	**Facilities Coordination Center** • Communicates facility impacts to the EOC and/or the GEC • Dispatches civil engineering, building and environmental support specialists to inspect damaged facilities • Coordinates with the other centers to identify and address critical facility issues affecting emergency response • Staffed by CRESS, Geosciences and Substation Engineering	**Director of Corporate Real Estate** EOC Logistics Section Facilities Unit Leader

Initials	Coordination Center Function	Activation Authority
HRCC	**Human Resources Coordination Center** • HRCC activates only when the capability is required; Activation is in the virtual/remote emergency role response posture unless otherwise notified • HRCC Unit Leader reports to the HR Branch Director • Coordinates HR EOC, labor relations, benefits, and EAP support • Processes impacted coworker analysis and tracks emergency messaging responses • Synchronizes and tracks impacted coworker support. • Supports the HR Common Operating Picture (HR COP)/Leadership message process • Manages the HR Activity Tracker • Shapes HR ER TM staffing requirements with the HRCC Team Scheduler role • Supports ICS compliance, provides input for EOC forms and reports, and conducts impacted coworker outbound calls • Monitors the HRCC phone and email • Facilitates EAP counselor support for the HRCC and HR Base Camp when required	**HRCC Unit Leader**
ITCC	**Information Technology Coordination Center** • Responsible for IT Cybersecurity and telecommunications during emergencies • Manages major technology interruptions[45] • Develops and implements the overall response through technology assessment and restoration • Supports response to cybersecurity incidents through the guidance and strategy established by the Intelligence and Investigations Section • Provides support services to Emergency and Coordination Centers and the EOC • Manages deployment of telecommunications, technology and end user support at basecamps, Mobile Command Vehicles (MCV), Community Resource Centers and other field locations	**EOC Operations Section IT Branch Director** ITCC Group Supervisor (if EOC is not activated) EOC Commander GEC Director Senior Vice President and CIO

[45] Rancho Cordova Information Operations Center (RCIOC) and the Fairfield Annex Information Operations Center (FXIOC) are PG&E's data centers. Both sites host network, infrastructure and software applications supporting PG&E's mission-critical processes. Each data center hosts most of PG&E's mission- and business-critical applications, and they serve as the alternate site for Disaster Recovery purposes.

Initials	Coordination Center Function	Activation Authority
MTCC	**Materials and Transportation Coordination Center** • Coordination of materials requirements, procurements, and transportation activities • Staffed with representatives from Warehouse Operations, Materials Field Services, Logistical Planning and Traffic	**Sr. Manager, Materials Distribution Operations** EOC Logistics Section Logistics Section Chief (LSC)
RMC	**Resource Management Centers** Provides clerical and estimating resources support	

8.4 Emergency Field Sites

Emergency field sites are temporary work sites established in the field, close to the incident. The proximity to the incident enables more efficient response. The most common types of field sites are:

- Incident Command Posts
- Base Camps
- Staging Areas
- Micro Sites
- Materials Laydown Areas
- Mobile Command Vehicles

PG&E's Emergency Field Site Request and Approval Standard (EMER-3005S), provides guidance on PG&E's mobile and temporary emergency field site request and approval process. To request an emergency field site, visit the Emergency Site Request Portal and submit a request form. Requests for Landing Zones, Materials Laydown Yards, and Staging Areas only require field Incident Commander approval, while Base Camps and Micro Sites require an additional level of approval from an EOC Commander or their delegate. Staff directly involved in the emergency field site requests, including support functions, should become familiar with the new request process.

Emergency field site requests should be submitted via PG&E's web form in support of incident or event operations. The request process includes routing and approval to the on-call EOC Commander for authorization and offers transparency on the number of locations and scope of emergency field sites being supported for a particular incident or event.

Refer to the Logistics Annex, (EMER-3005M), for more information on emergency field site facilities, resources and capabilities.

8.4.1 Base Camps

Base camps (Figure) are set up when there is a need to support crews in the field because a permanent facility is not accessible, non-operational, or not close enough to be of any advantage to the field responders.

Figure 8-1: November 2019 Kincade Fire Rohnert Park Base Camp

Base Camps may:

- Function as an Operations Emergency Center (OEC) or solely to support first responders
- Be co-located with the Incident Command Post
- Be staffed with an Incident Management Team (IMT)
- Have the PG&E Academy on site for support when required
- Have HR and EAP support in a virtual/remote emergency role response posture
- Have PG&E Safety Specialist on site to oversee all safety related issues
- Scale to meet the incident needs
- Provide parking for vehicles and equipment
- Provide food and drink services
- Provide showers, laundry and sleeping accommodations
- Have IT infrastructure to provide access to Company systems, applications and IT managed office equipment
- Have materials and equipment storage areas

- Provide vehicle maintenance, refueling stations, shuttle services and rental equipment
- Provide tents or trailers to serve as temporary workspace
- Have on-site emergency medical technicians
- Have rest and recreation sites
- Have a landing zone for helicopters

8.4.2 Staging Areas

Staging areas are set up for receiving, onboarding, and staging out-of-area crews prior to their being assigned to a base camp, micro site, or other crew location. They can also be utilized for staging crews prior to their being demobilized. PG&E staff may be limited to Logistics personnel, a Crew Supervisor or designated clerk, or a Safety Officer who checks-in personnel (during mobilization).

Mobilization

- Collects or confirms receipt of essential paperwork, such as crew lists and emergency contact information.
- Orients incoming PG&E, contractor, and mutual assistance crews
- Hands out welcome packets that contain information pertaining to safety, the assigned base camp or micro site, maps and construction information specific to the area they are being assigned
- Provides safety briefings
- Issues work assignments

Demobilization

- Checks-out personnel (during mobilization)
- Collects PG&E materials, supplies, and tools
- Confirms that crews have met the appropriate criteria to be released, including time sheets, safety briefings and other exist checklists
- Provides vehicle safety inspection stations

8.4.3 Rally Safety Point

A rally safety point is a mobile, rapidly deployable site that is comprised of a tent, restrooms, and limited IT connectivity. It serves to provide crews with access to first aid, hydration, cooling/heating, and IT capability much closer to the work locations than any of the above-mentioned sites. These are typically co-located with the Cal Fire drop zone and can be used by various first responders supporting the incident.

8.4.4 Micro Sites

Micro sites are set up to function as a satellite to a base camp. These smaller sites avoid the traffic issues present at the larger base camps and are intended to allow for speedier deployment of resources by placing them closer to the damaged areas.

Work packages are generally developed at the base camp or service center and are delivered to the micro sites for distribution to crews. IT access is limited to equipment (e.g., laptops, phones) carried by personnel. In some instances, food service may be provided at a micro site.

8.4.5 Materials Laydown Area

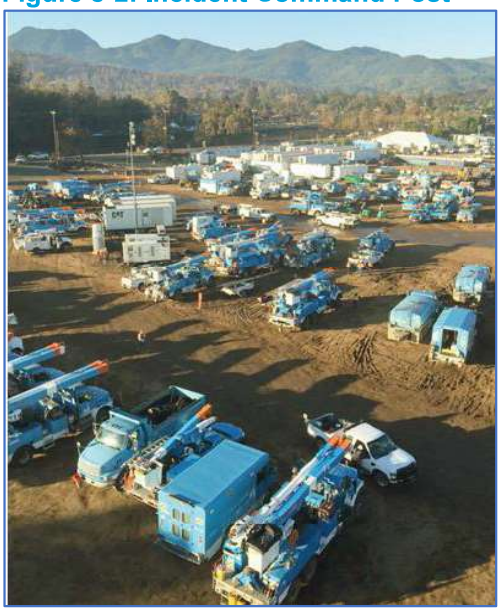
A materials laydown area serves to provide crews with access to needed materials closer to the work. Materials laydown areas typically only provide materials storage, a place for crews to park, portable restrooms, lighting and security, as required.

8.4.6 Incident Command Post

The Incident Command Post (ICP) is a field location where the primary tactical-level, on-scene incident command functions are performed. During a minor incident, activities of on-scene response personnel are typically managed at a gas or electric ICP location (Figure 8-2).

For larger events, the ICP can be managed at an ICP location or co-located at a base camp (e.g., during a wildfire or storm response).

Figure 8-2: Incident Command Post



8.4.7 Mobile Command Vehicles and Emergency Communications Trailers

A Mobile Command Vehicle (MCV) is a specialized vehicle that can be deployed to and stationed at the scene of an emergency for one or more days. The MCV can act as an ICP or an emergency center, if warranted. MCVs help facilitate communication between response crews, command staff and government agencies. Transportation Services (TS) and IT personnel work together to ensure that the MCVs operate properly.

8.4.7.1 Mobile Command Vehicle

The types of MCVs available are:

- Type I Commander (Figure 8-3), which is outfitted for large, multi-day incidents.
- Type II Lieutenant (Lt.) Commander, which is a mid-size motor coach which is between the size of a Commander and a Sprinter
- Type III Sprinter, which is used for short-duration incidents that do not require extensive capabilities

Figure 8-3: Mobile Command Vehicle

8.4.7.2 Emergency Communications Trailer

Emergency Communications Trailers (ECTs) are used to enhance radio communications in the event of poor radio coverage. The ECT (Figure) acts as mobile radio repeaters by augmenting radio coverage and providing better communications for crews and other emergency responders working in affected areas during emergencies and restoration efforts. It utilizes a multi-band radio scanner installed to pick up local communications and other radio equipment that allows it to facilitate interoperability with other agencies, such as Cal Fire and Cal OES.

Figure 8-4: Emergency Communications Trailer MCV

See Appendix G for vehicle equipment specifications (e.g., size, fuel capacity, generator run time, and installed equipment, including radios, phones, workstations, printers).

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9 External Relationships

This section follows PG&E's emergency planning assumptions stated in section 1.5, "Emergency Planning Assumptions". Generally, situations are best handled at the most local level. Thus, this section is arranged according to relationship proximity; for example, local community-based groups precede state and federal level organizations.

Also, industry and professional organizations with whom PG&E has an established relationship or contract appear first, as they may span local, state, national and international boundaries. Thus, this section is arranged as follows:

- Industry
- Community-based organizations (CBOs)
- Nongovernmental organizations (NGOs)
- Voluntary organizations (VOs)
- Local Government
- State Government
- Federal Government

9.1 Collaboration with Other Utilities and Trade Associations

PG&E works collaboratively with other utilities and trade associations to identify best emergency management practices and to provide mutual assistance. PG&E's primary partners are:

- American Gas Association (AGA)
- California Utilities Emergency Association (CUEA)
- Edison Electric Institute (EEI)
- Western Electricity Coordinating Council (WECC)
- Western Energy Institute (WEI)
- Western Regional Mutual Assistance Association (WRMAA)

As a member of WEI, EEI and AGA, PG&E meets with utilities throughout the United States and Canada. Discussions through the Western Region Mutual Assistance Agreement (WRMAA), which is governed by WEI, and through other trade associations, involve emergency planning and response issues and opportunities to support each other in a large-scale emergency.

9.2 Collaboration with Other Utilities

PG&E works collaboratively with other utilities to identify best emergency management practices and participates in trade association meetings held by:

- Edison Electric Institute (EEI)

- Western Electricity Coordinating Council (WECC)
- American Gas Association (AGA)
- California Utilities Emergency Association (CUEA)
- Western Energy Institute (WEI)

As a member of WEI, EEI and AGA, PG&E meets with utilities throughout the United States and Canada. Discussions through the Western Region Mutual Assistance Agreement (WRMAA), which is governed by WEI, and through other trade associations, involve emergency planning and response issues and opportunities to support each other in a large-scale emergency.

9.3 Local Community-Based Organizations and Voluntary Organizations

PG&E's Enhanced Customer and Community Support During All Hazards Standard (EMER-7001S) establishes the enhanced customer and community support PG&E may provide during All Hazard events and incidents, including PSPS and non-PSPS outages. Consistent with EMER-7001S, PG&E collaborates and leverages Community Based Organizations (CBOs) to provide outreach, education and resources including but not limited to portable batteries, emergency planning, food replacement, transportation, lodging accommodations to

Voluntary Organizations (Vos) often serve as a critical link between the community and the government by helping to promote a quick and efficient disaster relief effort. Community-Based Voluntary organizations are well-grounded in the communities they serve. California Voluntary Organizations Active in Disaster (VOAD) serves as a forum where organizations share knowledge and resources throughout a disaster's life cycle to help communities prepare for and recover from disasters. NorCal or SoCal VOAD may coordinate among non-profits, CBOs, government agencies and for-profit companies.[46]

PG&E's main community partner for emergency and disaster response activation is the American Red Cross. The American Red Cross provides ongoing safety and emergency preparedness education and training to vulnerable communities within PG&E's service territory, and the Red Cross also provides formal emergency response services when a county declares a state of emergency. PG&E supports the Red Cross' emergency response services to help PG&E customers in impacted communities. Typically, this involves PG&E supporting the Red Cross' shelter activations.

9.4 Local Government, Operational Areas

Local governments (cities and counties) respond to protect lives, property and the environment during an emergency. They deploy field-level emergency response

[46] Many but not all voluntary organizations are coordinated through a VOAD.

personnel such as law enforcement, fire, and public works, and they activate emergency operations centers and issue orders to protect the public. Generally, the order of emergency service actions is preparation, response, recovery, and mitigation.

The California Emergency Services Act authorizes each county Board of Supervisors to designate an Operational Area (OA) lead agency to serve as primary point of contact and emergency response coordination. In most counties, that OA lead agency is the Office of Emergency Services (OES). SEMS incorporates ICS for a standard organizational structure and terminology at all emergency management levels in the state. The Operational Area:

- Coordinates planning for the Operational Area / County and activates the Operational Area EOC and emergency operations plans
- Coordinates among local "political subdivisions" and the regional level of state government
- Maintains communications with the state Regional Emergency Operations Center (REOC), local emergency operations centers and other agencies
- Requests resources from the state, as needed

9.5 California State Government

The State of California (Figure) is responsible for the maintenance and implementation of the California Emergency Services Act. The California Emergency Services Act ensures the State of California prepares for, takes action to prevent, responds to and recovers from all threats, crimes, hazards, and emergencies. The State Emergency Plan (SEP) outlines the state-level strategy to support local government efforts during emergencies. The SEP formalizes SEMS and establishes the California Emergency Support Functions (CA-ESFs).

Figure 9-1: State of California Resources

State of California Resources	
Cal OES	California Office of Emergency Services
SOC	State Operations Center
SEP	State Emergency Plan
CA-ESFs	California Emergency Support Functions
CNRA	California Natural Resources Agency

9.5.1 California State Legislature

The California State Legislature is responsible for passing the statutory framework implemented by the Administration and the California Public Utilities Commission (CPUC).

9.5.2 Office of the Governor

The Office of the Governor is responsible for giving emergency management and energy policy direction to all state agencies.

9.5.3 California Office of Emergency Services

The California Office of Emergency Services (Cal OES) coordinates California State Agency response to events.

- Implements and maintains SEMS, the Standardized Emergency Management System
- Provides emergency response assistance for nuclear power stations in California, as outlined in the State of California's "Nuclear Power Plant Emergency Response Plan"
- Manages the State Operations Center (SOC) and the three (3) Regional Emergency Operation Centers (REOC). When activated, the SOC is the primary point of coordination for all state agencies during emergencies.
- Maintains the State Emergency Plan (SEP)
- Supports OAs with response and recovery efforts

9.5.4 California Energy Commission

The California Energy Commission (CEC) is the state's primary energy policy and planning agency.

- Is responsible for licensing all thermal power plants over 50 megawatts
- Oversees funding programs that support public interest energy research
- Advances energy science and technology through research, development and demonstration
- Provides market support to existing, new and emerging renewable technologies
- Forecasts future energy needs used by the CPUC in determining the adequacy of utilities' electricity procurement plans

9.5.5 California Air Resources Board

The California Air Resources Board (CARB) is the state agency charged with setting and monitoring Greenhouse Gas (GHG) and other emissions and is responsible for adopting and enforcing regulations to meet Assembly Bill 32, the California Global Warming Solutions Act of 2006.

9.5.6 California Public Utilities Commission

The California Public Utilities Commission (CPUC) regulates investor-owned electric and natural gas utilities operating in California[47]. CPUC Decision 18-08-004 now requires utilities to implement Emergency Consumer Protections for electric and gas

[47] Including PG&E, Southern California Edison (SCE), San Diego Gas and Electric Company (SDGE) and Southern California Gas Company (SoCal Gas)

residential and non-residential (small business) customers upon a declaration of a state of emergency. These include (among others):

- Discontinuing billing
- Prorating any monthly access charges or minimum charges
- Implementing payment plan options for residential customers
- Suspending disconnection for non-payment and associated fees

9.5.7 California Department of Public Health

The California Department of Public Health (CDPH) provides emergency response assistance for nuclear power stations in California as outlined in the State of California "Nuclear Power Plant Emergency Response Plan".

- May direct businesses in responding to pandemics and other public health emergencies.
- In the event of an emergency, the Diablo Canyon Power Plant (DCPP) or the Safety Officer in PG&E's EOC is responsible for contracting and interacting with the CDPH.

9.5.8 California Department of Forestry and Fire Protection

The California Department of Forestry and Fire Protection (Cal FIRE) provides fire protection and stewardship for over 31 million acres of public and privately-owned wildlands.

A Balancing Authority is an entity responsible for operating a transmission control area. It matches generation with load and maintains the electric frequency of the grid.

- Provides various emergency services in 36 of California's 58 counties
- In the event of an emergency, the Operations Section often at the local command post is responsible for contacting CAL Fire

9.5.9 California Independent System Operator

The California Independent System Operator (CAISO) is the largest of about 40 Balancing Authority registered entities in the Western Interconnection.

- Handles an estimated 35 percent of the electric load in the West
- Manages the flow of electricity for about 80% of California
- Monitors the transmission system at all times
- Operates two control centers:
  - Folsom Main headquarters houses one of the most modern control centers in the world
  - Lincoln, California, Backup is a fully functioning facility that is ready to assume control of the grid within minutes

9.6 United States Federal Government

The Federal Government is responsible for the maintenance and implementation of the Robert T. Stafford Act. The Robert T. Stafford Act ensures the United States is prepared for, takes action to prevent, responds to and recovers from all threats, crimes, hazards and emergencies. The Code of Federal Regulations (CFR) provides information on support and the implementation of the support, including eligibility. The Federal Government has also established the National Strategy which formalizes NIMS and establishes the Emergency Support Functions (ESFs). Below is an overview of the different state entities and their role.

9.6.1 United States Congress

- House of Representatives
- United States Senate
- Responsible for passing the statutory framework that is implemented by the various federal agencies
- In the event of an emergency, PG&E's Federal Affairs team, based in Washington, DC establishes a liaison with California's congressional delegation on behalf of PG&E's Liaison Officer in San Francisco

9.6.2 Department of Homeland Security

The Department of Homeland Security (DHS) is designated as the primary federal agency to execute the National Response Framework (NRF) and integrate other interagency plans, such as the National Contingency Plan for Oil and Hazardous Materials (HAZMAT).

- Provides the National Infrastructure Protection Plan (NIPP) 2013 as a guide to manage the nation's effort to achieve national critical infrastructure security and resilience goals
- Is the parent agency of the Federal Emergency Management Agency (FEMA)
- Is supported by the United States Coast Guard (USCG), a military service and a branch of the armed forces of the United States positioned within the DHS, except when operating as a service in the Navy
- The United States Coast Guard may be requested to assist in emergency actions involving vessels and persons offshore, including following emergencies at DCPP

Depending on the nature of the emergency, other branches of the DHS that have responsibility for addressing cybersecurity and other terrorist activity may work directly with state, locals, and companies.

9.6.2.1 Federal Emergency Management Agency

The Federal Emergency Management Agency (FEMS) Is a branch of the DHS.

- Has oversight of security for all gas-related incidents and requires timely notification following a gas-related incident
- Serves as the coordinator of federal resources
- Coordinates the assistance to affected state and local governments under the Stafford Act and the National Response Framework (NRF), which:
  - Is an all-hazard, multi-discipline plan that establishes a single, comprehensive framework for the management of domestic incidents
  - Outlines the specific roles and responsibilities of various federal agencies and departments to support federal coordination of resources in response to natural or human-caused disasters
  - Provides mechanisms for an expedited and proactive federal response to prevent, prepare for, respond to and recover from incidents
  - Organizes the federal response into 15 Emergency Support Functions (ESFs), grouping capabilities and resources into functions of the primary and support agencies

9.6.3 Federal Energy Regulatory Commission

The Federal Energy Regulatory Commission (FERC) regulates transmission of electricity and the terms and rates of wholesale electricity sales in interstate commerce.

- Regulates transmission and sale of natural gas for resale in interstate commerce
- Regulates interconnections of transmission systems with other electric systems and generation facilities
- Regulates tariffs and conditions of service of regional transmission organizations, including CAISO
- Monitors dam safety, including requiring the preparation of emergency action plans for dam operations
- Approves and enforces mandatory standards governing the reliability of the nation's electricity transmission grid, including standards
  - To protect the nation's bulk power system against potential disruptions from cyber and physical security breaches
  - To prevent market manipulation
  - To supplement state transmission siting efforts in certain electric transmission corridors that are determined to be of national interest

9.6.4 North America Electric Reliability Corporation

The North America Electric Reliability Corporation is the Electric Reliability Organization for North America.

- Is subject to oversight by the Federal Energy Regulatory Commission (FERC) and governmental authorities in Canada
- Has an area of responsibility that spans the continental United States, Canada, and the northern portions of Baja California, Mexico

- Monitors and maintains situational awareness of the eight Regional Entities (RE) that comprise the North American Bulk Power System (BPS) to ensure reliability of the BPS
- Monitors to ensure the reliability of the BPS in North America through system awareness
- Develops and enforces Reliability Standards
- Annually assesses seasonal and long-term reliability
- Educates, trains, and certifies industry personnel

9.6.5 Department of Transportation

The Department of Transportation (DOT) regulates the safe and secure movement of hazardous materials and natural gas through its Pipeline and Hazardous Materials Safety Administration (PHMSA).

9.6.6 National Transportation Safety Board

The National Transportation Safety Board (NTSB) is an independent federal agency charged by Congress to determine the probable cause of transportation accidents, including accidents on pipelines.

9.6.7 Nuclear Regulatory Commission

The Nuclear Regulatory Commission (NRC) responds to incidents under its statutory authorities and responsibilities in accordance with the NRF and, if applicable, as an integral part of the overall response by the federal government.

9.6.8 Department of Energy

The Department of Energy (DOE) is the primary federal point of contact within the energy industry for information sharing and requests for assistance from private and public-sector owners and operators

- Has the capability to dispatch radiological assistance teams to aid in radiological monitoring and provide technical guidance to state and local agencies during an emergency at DCPP
- FEMA's NRF ESF #12-Energy describes the DOEs role to support energy asset owners and operators in maintaining and restoring energy systems and system components

The DOC led the update of the 2015 Energy Sector-Specific Plan (SSP) in close collaboration with its sector partners. The Plan reflects an integrated sector's efforts to improve the security and resiliency of its critical infrastructure while describing how the sector contributes toward the national security and resilience goals. It includes the discussion of the many evolving risks and threats in the Energy Sector, as well as an increased emphasis on the Energy- and cross-sector interdependency issues and the integration of cyber and physical security efforts.

9.6.9 Environmental Protection Agency

The Environmental Protection Agency (EPA) provides trained health physics personnel, field sampling equipment and laboratory facilities for assessment and radiological monitoring during an emergency at DCPP.

9.6.10 Western Electricity Coordinating Council

The Western Electricity Coordinating Council (WECC) is the Western Interconnection (a wide area synchronous grid and one of the two major alternating current (AC) power transmission grids in the continental U.S.[48]) serves a population of over 80 million, and spans more than 1.8 million square miles in all or part of 14 states, the Canadian provinces of British Columbia and Alberta, and the northern portion of Baja California in Mexico.

The Interconnection is made up of approximately 136,000 circuit-miles of transmission lines that carry power long distances, from remote areas where generating resources are located to populated areas where load is located, primarily along the West Coast. Electricity generally flows south and west in a “doughnut” pattern, contrasting with a spider web configuration in the East.

[48] https://en.wikipedia.org/wiki/Western_Interconnection link verified 12/29/2022.

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10 Resource Management, Mutual Assistance, and Demobilization

10.1 Resource Management

In any work situation, but especially in an emergency event, work must be prioritized. These priorities, noted as the operational period objectives in the Incident Action Plan (IAP), are operationally driven and are primarily focused on restoring as many customers and responding to the emergency as safely, efficiently and quickly as possible. However, to complete the work, resources must be managed. This includes organizing, assigning, and tracking resources (personnel, equipment, materials). In support of this, PG&E has adopted the Resource Planning Process discussed in section 10.1.1, "Resource Planning".

10.1.1 Resource Planning

10.1.1.1 Resource Planning Coordination

Resource Planning is coordinated among the positions and functions listed in Table 10-1.

Table 10-1: Resource Planning Coordination

Position	Responsibilities
Commander	• Reviews resource plans with Planning Section Chief, Operations Section Chief, and Advance Planning Unit to drive ETOR requirements • Approves resource plan
Planning Section Chief	• Manages the Planning Section to support information needs for response decision-making, situational awareness, and progress reporting. • Responsible for the collection, evaluation, and display of incident information.
Advanced Planning Unit	• Develops staffing and restoration plans for the next operational period and future operational periods based on damage models, predictive forecasts, real-time outage and leak information, and restoration strategies • Incorporates feedback from resource manager to develop ETORs based on current staffing, outages, and projected system damage
Resource Management Unit	• Develops strategy and directs resource moves in coordination with Operations • Includes current base resource plan and anticipated staffing requirements based on work plan provided by Advance Planning Unit • Carried out in coordination with Advance Planning and resource tracker to build staffing plans and signal the need for additional resources

Position	Responsibilities
Resource Unit	• Tracks resource movements, provides reporting, data requests/analysis and liaison with Planning and EOC Leadership • Oversees crew transfers between regions and divisions and tracks resources • Works closely with resource manager to coordinate inter-region and division transfers to ensure that the required crews reach their destinations
Mutual Assistance: This is a means of obtaining additional electric or gas crews, vegetation management, unmanned aerial vehicles, and other specialized skills and resources.	• Coordinates with external stakeholders and utilities to provide additional time critical support during large-scale emergency events • May include other utility contract crews released in response to a PG&E request for crews.
Contractor Management	• Coordinates with resource manager to acquire contractors to meet resource demands.

10.1.1.2 Resource Planning Process

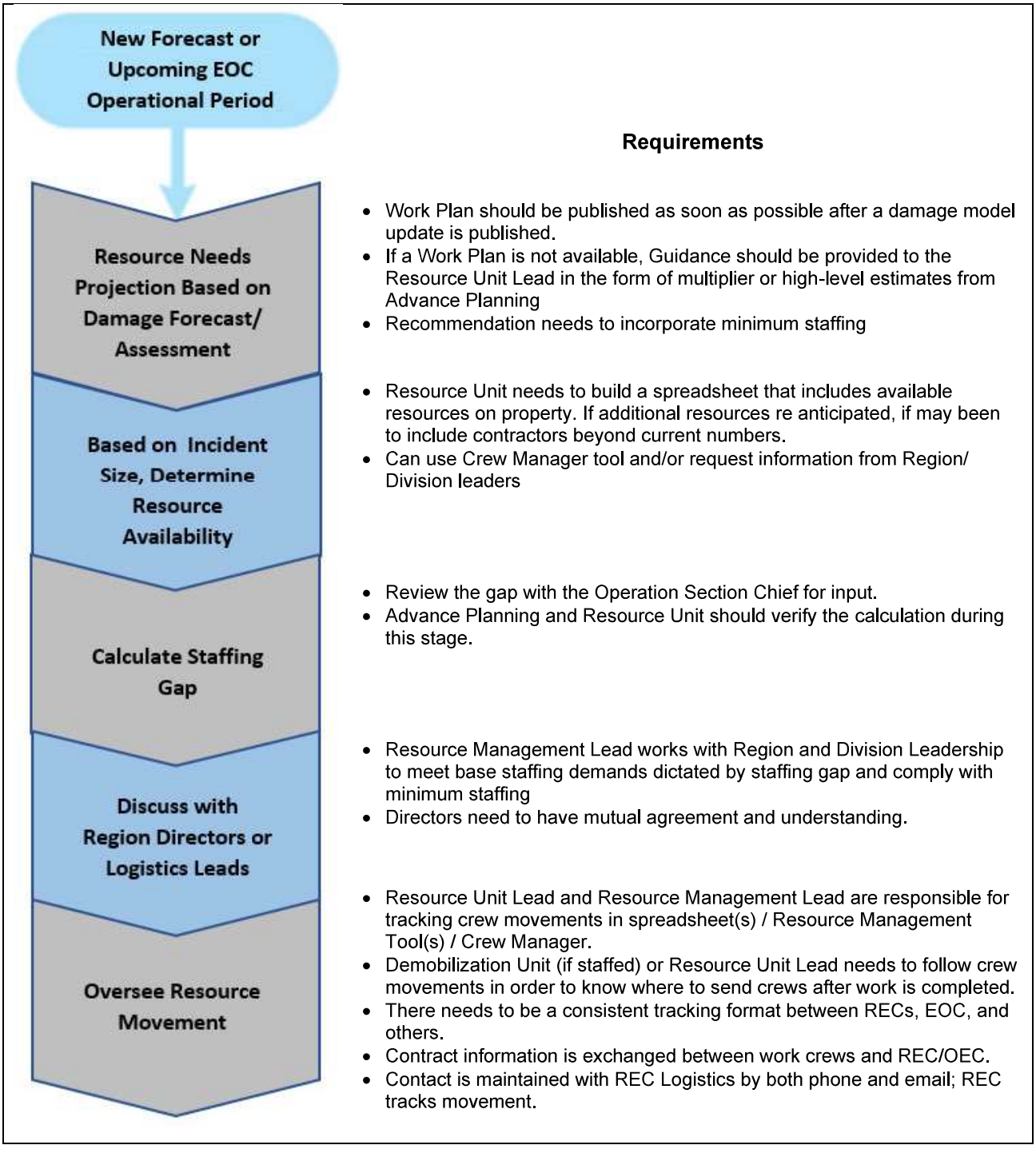
Figure defines the requirements for each step of the resource allocation process, which both Gas and Electric follow. Within the Gas Emergency Center (GEC), the Resource Unit and Demobilization Unit duties are combined under the Resource Unit.

The process is:

- Repeated throughout the duration of the event
- Planned in advance if an impending storm could cause significant damage
- Updated frequently as new restoration or damage model information is received

To determine resource needs, Resource Managers may initially use damage models to align resources with the amount of work that needs to be completed in a particular area. Predictive damage models are used as a starting point for restoration until more accurate assessment information from the field, outage and leak management tools can be obtained. Additional information on damage modeling can be found in section 5, “Emergency Management”.

Figure 10-1: Resource Allocation Process Map



10.1.1.3 Resource Allocation

Decisions regarding allocation and deployment of resources are based on priorities that govern assessment or restoration work.

Criteria to be considered include:

- Asset accessibility based on terrain and vegetative cover
- Location of resources
- Time required to mobilize
- Crew size, expertise, and equipment
- Electric circuit configuration
- Financial impact

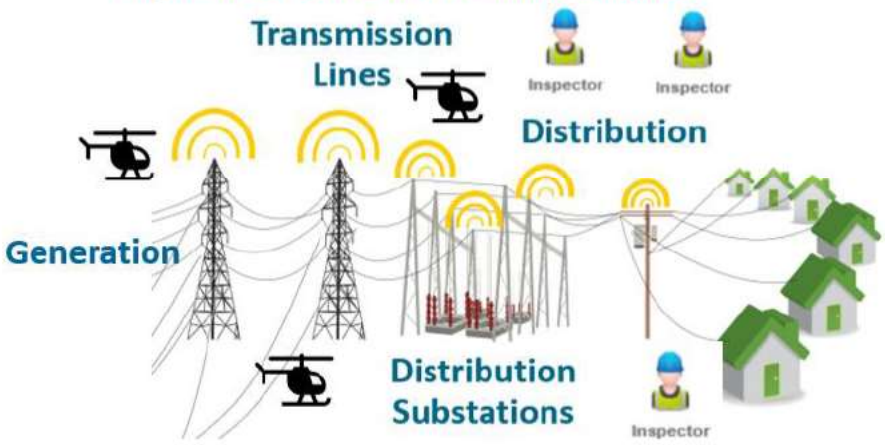
When personnel are redeployed across regional boundaries at PG&E, priority is given to using resources with appropriate expertise who are nearest to the need. As these resources are exhausted, personnel from a greater distance or with a higher level of skill will be used. If these resources are also exhausted, crews from other utilities and contractors will be requested.

10.1.1.4 Field Operations Resource Calculation of Estimated Time of Restoration Tool

Initially developed for Public Safety Power Shutoffs, PG&E's Field Operations Resource Calculation of Estimated (FORCE) Tool may be also used to estimate resources required to patrol and inspect de-energized electric lines prior to re-energization for all-hazard incidents. Based on circuit configurations, terrain, vegetative cover, and accessibility, and concurrent with service connection restorations, PG&E may use the FORCE Tool to optimally allocate helicopters and ground patrols for earthquakes, wildfires, storms, flooding and volcanic eruption related power grid disruptions.

PG&E's FORCE Tool helps expedite electric grid restoration by optimizing the use of patrol and inspection resources across the grid. Weather permitting, electric transmission lines (Figure 10-2) will primarily be patrolled by helicopter due to the linear nature of the asset configuration. Ground patrols are generally better suited for distribution assets, especially within areas of high-density development, steep and varied terrain and/or heavy vegetative cover.

Figure 10-2: FORCE Tool Resource Allocation



10.1.1.5 Moving Resources

During emergencies, resources are ordered and managed by different roles, listed in Table 10-2.

Table 10-2: Resource Management

Emergency Center	Ordering Authority	Managing Authority
No Emergency Center Activated	Electric: Local Supervisor or above Gas: Region General Construction Superintendent	Electric: Local Supervisor or above Gas: Region General Construction Superintendent or GEC On-Call
OEC, Electric REC, GEC, ETEC, STOEC	Electric: Local Supervisor or above Gas: Region General Construction Superintendent	Region Senior Director(s)/Director(s) EOC may activate Resource Management Unit Lead to manage crew moves during larger events

* Additional information on the resource movement authorization, request, and tracking processes is available in respective FA functional annexes.

10.1.2 Vehicle and Equipment Rentals

Logistics handles requests for vehicle and equipment rentals.

Rental Central within Transportation Services is responsible for fulfilling all company rental needs, (e.g., light and heavy duty vehicles, unmonitored generators, construction equipment, portable restrooms, light towers, fencing, barges, tools, etc.).

The Ground Support Unit Leader, the Base Camp Ground Support Unit Leader, or the Staging Area Ground Support Unit Leader, when activated, will work directly with the rental team to fulfill all vehicle and equipment rental requests. Operations

Emergency Center, Electric REC and Gas Emergency Center Logistics will coordinate rental requests directly with the Rental Central team, unless they require additional support from the next-highest emergency center in their hierarchy.

Rental Central at 530-757-5959 is staffed

24 hours a day, 7 days a week, 365 days a year.

10.1.3 Materials

Logistics is responsible for managing and supporting PG&E materials requirements during an emergency activation, with support from the Warehouse Operations and Materials Field Services (MFS) departments via the Materials and Transportation Coordination Center (MTCC).

The MTCC:

- Works with Materials Planning and Materials Field Services representatives to oversee and support any materials requirements not available at the service centers and various other locations throughout the system
- Oversees all inventory replenishment activities, including purchase order placement, transferring inventory between facilities, and expediting open orders, as needed

The EOC Supply Unit Leader or the Base Camp Supply Unit Leader, when activated, works directly with the MTCC to fulfill all material requirements.

Operations Emergency Center, Electric Regional Emergency Center and the Gas Emergency Center Logistics coordinates material requirements via the local MFS personnel at the service centers.

10.1.4 PG&E Contract Crew Support

PG&E has contracts in place to use contract crew and/or equipment resources during incidents where company resources alone are not able to restore our Electric and Gas infrastructure in a timely manner. Sourcing directly works with contractors on a day-to-day basis.

If there is still a shortage of resources, the Mutual Assistance process is followed to obtain crews from other utilities. Additional details on contract crews, resource acquisition and management can be found in the FA annexes.

10.2 Mutual Assistance and MA Agreements

Mutual assistance (MA) is an essential part of the electric and gas power industry's service restoration process and contingency planning. The mutual assistance network is a cornerstone of electric utility operations during emergencies..[49]

CPUC General Order 166 Standard 2 requires California electric utilities to enter into mutual assistance agreement(s) to the extent that such agreements are practical and would improve emergency response. G.O. 166 Standard 2 stipulates that agreements include:

- Resources that are available to be shared
- Procedures for requesting and providing assistance
- Provisions for payment, cost recovery, liability, and other financial arrangements
- Activation and deactivation criteria review

Mutual assistance arrangements include, but are not limited to, utilizing local (utility to utility), in-state (CUEA), regional (WRMAA), national (EEI and AGA), and specific hazards types (EEI's Cyber Mutual Assistance Program) established through Mutual Assistance Agreements (MAAs).

10.2.1 Mutual Assistance Agreements

PG&E has agreements with other utilities to aid on request by furnishing personnel, equipment and/or expertise in a specified manner. These mutual assistance agreements:

- Are established prior to any specific incident
- Follow standardized procedures
- Require specific authorizations before crews are provided/or received

PG&E has mutual assistance agreements with:

- American Gas Association (AGA)
- California Utilities Emergency Association (CUEA)
- Edison Electric Institute (EEI)
- Trinity County Public Utilities District (PUD)

[49] Edison Electric Institute Mutual Assistance http://www.eei.org/issuesandpolicy/electricreliability/mutualassistance/Pages/default.aspx, verified 12/29/2022.

- Western Area Power Administration Agreement (WAPAA)
- Western Energy Institute (WEI).[50]
- Western Region Mutual Assistance Agreement (WRMAA)

PG&E considers several factors before requesting mutual assistance. For example, travel time may prevent responders from arriving time to increase the speed of restoration.

CPUC G.O. 166 Standard 7 requires PG&E to evaluate the need for mutual assistance during a Major Outage, as defined by the CPUC. PG&E's evaluation of the need for mutual assistance involves a multi-step process that is repeated for the duration of events or incidents. Generally, PG&E considers the use of mutual assistance based on the following conditions:

- In advance of an impending storm that could cause significant damage based on DSO SOPP model and PSPS forecasts
- Whether or not the number of available PG&E resources and contractors are adequate in relation to the size and scale of an emergency and the restoration timeline
- Travel time for supporting utilities

The type of work is also a factor. Personnel needed to support the emergency response may require specialized training on PG&E assets.

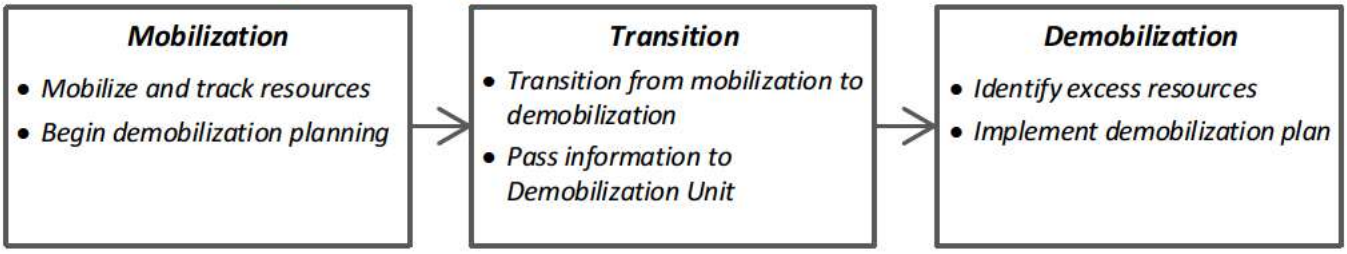
PG&E considers several factors before requesting mutual assistance, including but not limited to:

- Impact on the reduction of the estimated time of restoration
- Travel time to the area of assignment and assignment duration
- Ability of available mutual assistance resources to execute the work safely

10.3 Demobilization

As incident stabilization is reached and/or service is restored, fewer resources are required, and the demobilization process begins. Demobilization includes overseeing and validating the safe and efficient return of resources to their original location and status when they are no longer needed to support the response. To ensure personnel safety, and to prevent resources from being released in one area when they are needed in another, it is essential that a demobilization decision process be followed.

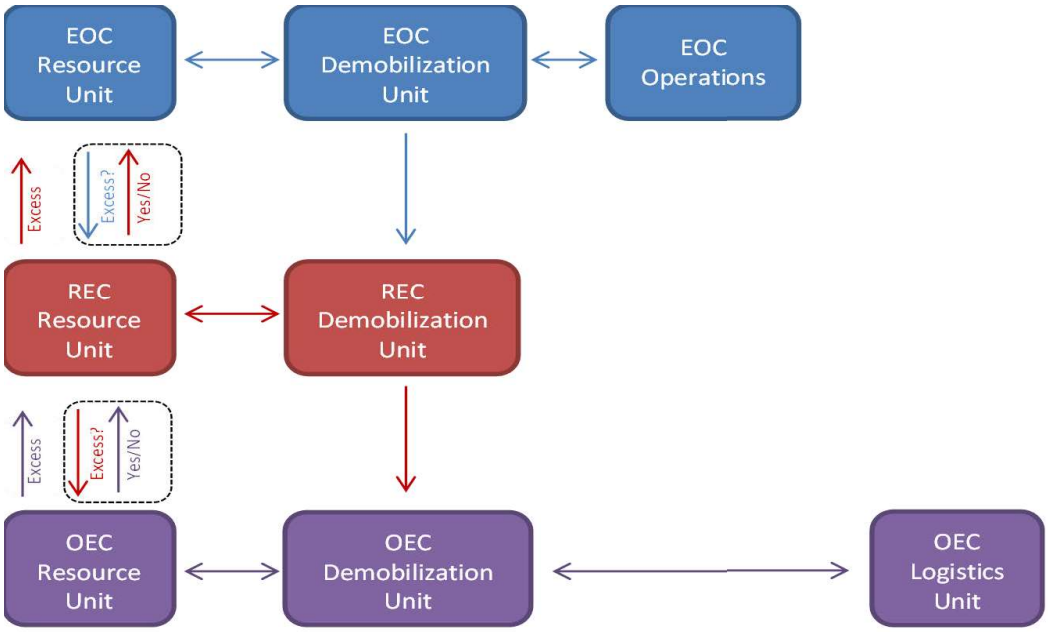
Figure 10-3: Progression from Mobilization to Demobilization



[50] WEI agreement is expressed through WRMAA.

The demobilization process involves two-way communications. It can be initiated from the bottom up or from the top down.

Figure 10-4: Example Demobilization Process



For gas and electric specific resource demobilization guidance, see PG&E Gas Emergency Response Plan and CERP Electric Annex subsections 3.4.5 and 3.2.5, respectively.

10.3.1 Demobilization Planning

Planning for demobilization starts soon after the resource mobilization process begins to facilitate accountability of resources. For example, near the start of the incident or event, the Demobilization Unit Leader works closely with the Resource Unit Leader to track resources, identify excess resources, and create a demobilization plan. Throughout the resource acquisition, management and demobilization continuum, communication is essential. The ICS 221 Form – Field Employee Demobilization Release must be completed for all responders.

10.3.2 Resource Unit[51]

The Resource Unit identifies excess resources in collaboration with the Section Chiefs and Demobilization Unit and informs the Incident Commander. If requested, the Resource Unti Leader may, check with other activated emergency organizations to see if resources are needed elsewhere and whether demobilization is authorized.

10.3.3 Demobilization Unit

The Demobilization Unit creates the demobilization plan for the activated organization. When activated, the Demobilization Unit Leader:

- Works with Operations Section Chief and Resource Unit to identify excess resources.
- Creates the demobilization plan and monitors its implementation for the Emergency Center. The demobilization plan includes the release priorities, demobilization process, any specific release procedures, responsibilities for implementing the demobilization plan, and directories, if needed (e.g., maps, telephone listings, etc.).
- Creates instructions for direction of demobilization of field resources (e.g., order for the demobilization of resources, demobilization checklist, and safety considerations).
- Forwards demobilization instructions for field resources.
- Is responsible for the demobilization of outside contract, mutual assistance crews, and out of region PG&E crews (i.e., communicates with the RECs who are returning and ETA, notifies the contract unit to release crews, calls outside utilities to notify when resources have been released, and confirms the number acquired equals number released).
- Keeps the sending and receiving ICP/REC Logistics Section Chiefs and Resource Unit Leaders appraised of resource movement during the demobilization process.
- Once approval is secured to demobilize by the Incident Commander, the Demobilization Unit notifies the Logistics Section and the Demobilization Unit of the excess resources.

[51] If the Resource Unit and Demobilization Unit are not staffed during an incident, the PSC is responsible for the functions.

11 Appendices

Appendix A, Acronyms and Glossary

Appendix B, Maps and System Details

Appendix C, Levels of Emergency and Activation Criteria for PG&E

Appendix D, Incident Command System

Appendix E, Meetings and Agendas

Appendix F, Reports, Forms, Checklists and Tools

Appendix G, Mobile Command Vehicles

Appendix H, Phonetic Alphabet and 3-Way Communication

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Appendix A. Acronyms and Glossary

A.1 Acronyms

Acronym	Definition
AAR	After-Action Report
AB	Assembly Bill
ACHQ	Alternate Company Headquarters
AEOC	Alternate Emergency Operations Center
AGA	American Gas Association
ARB	Air Resources Board
ARC	American Red Cross
ARCOS	Automated Roster Callout System
AREP	Agency Representative
BCP	Business Continuity Plan
BES	Bulk Electric System
BOAK	Book of All Knowledge
CA-ESF	California Emergency Support Functions
CAIDI	Customer Average Interruption Duration Index
CAISO	California Independent System Operator
CAL FIRE	California Department of Forestry and Fire Protection
Cal OES	California Office of Emergency Services
CAP	Corrective Action Program
CARB	California Air Resources Board
CBO	Community Based Organization
CC&B	Customer Care and Billing
CCECC	Customer Contact Emergency Coordination Center
CCO	Contact Center Operations
CDPH	California Department of Public Health
CEC	California Energy Commission
CEMA	Catastrophic Events Memorandum Account
CEMO	Customers Experiencing Momentary Outages
CEO	Chief Executive Officer
CERP	Company Emergency Response Plan
CFA	Computer Field Analyst
CFR	Code of Federal Regulations
CIO	Chief Information Officer

Acronym	Definition
CNG	Compressed Natural Gas
CNRA	California Natural Resources Agency
COO	Chief Operations Officer
COP	Common Operating Picture
COST	Cost Unit Leader
CPR	Cardiopulmonary Resuscitation
CPUC	California Public Utilities Commission
CRESS	Corporate Real Estate Strategy and Services
CRM	Control Room Management
CSF	Cybersecurity Framework
CS-IMT	Cybersecurity Incident Management Team
CS-IRT	Cybersecurity Incident Response Team
CSO	Customer Strategy Officer
CUEA	California Utilities Emergency Association
CWSP	Community Wildfire Safety Program
DASH	Dynamic Automated Seismic Hazard
DCC	Distribution Control Center
DCPP	Diablo Canyon Power Plant
DFM	Dead Fuel Moisture
DHS	Department of Homeland Security
DMOB	Demobilization Unit Leader
DO	Distribution Operator
DOCL	Documentation Unit Leader
DOE	Department of Energy
DOT	Department of Transportation
DR	Disaster Recovery
DRP	Disaster Recovery Plan
DSO	Distribution System Operations
DSO SOPP	Distribution System Operations Storm Outage Prediction Project
DSR	District Storm Room
EAP	Emergency Action Plan; Employee Assistance Program
EC	Emergency Center
ECAP	Enterprise Corrective Action Program
ECI	Enterprise Continuous Improvement
ECT	Emergency Communications Trailer

Acronym	Definition
ED	Electric Distribution
EDEC	Electric Distribution Emergency Center
EDM	Electric Damage Model
EDO	Electric Distribution Operations
EEI	Edison Electric Institute
ESF	Emergency Support Function
E-ISAC	Electricity Information Sharing and Analysis Center
EM	Emergency Management
EMAP	Emergency Management Advancement Program
EMC	Emergency Message Center
EMO	Emergency Management Organization
EMS	Energy Management System
EMT	Emergency Medical Technician
ENOC	Enterprise Network Operations Center
EOC	Emergency Operations Center
EOF	Emergency Operations Facility
EOP	Emergency Operations Plan
EP&R	Emergency Preparedness and Response
EPA	Environmental Protection Agency
EPC	Emergency Preparedness Coordinator
ERIM	Enterprise Records and Information Management
ERM	Enterprise Risk Management
ERO	Emergency Response Organization
ERP	Emergency Response Plan
ESF	Emergency Support Functions
ET	Electric Transmission
ETA	Estimated Time of Arrival
ETEC	Electric Transmission Emergency Center
ETOR	Estimated Time of Restoration
ETRM	Enterprise Technology Risk Management
EVBG	Everbridge Notification System
EVP	Executive Vice President
FA	Functional Area
FAA	Federal Aviation Administration
FAS	Field Automation System (SAP)

Acronym	Definition
FBI	Federal Bureau of Investigation
FCC	Facilities Coordination Center
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FIOC	Fairfield Information Operations Center (see FSCC)
FORCE	Field Operations Resource Calculation ETOR
FPL	Florida Power and Light
FSC	Finance Section Chief
FSCC	Fairfield Security Control Center
GC	Gas Construction
GCC	Gas Control Center
GD	Gas Distribution
GDCC	Gas Distribution Control Center
GDL	Guidance Document Library
GEC	Gas Emergency Center
GEP	Gas Emergency Preparedness
GERP	Gas Emergency Response Plan
GHG	Greenhouse Gas
GIS	Geographic Information System
G.O. 166	General Order 166
GSR	Gas Service Representative
GT	Gas Transmission
GT&D	Gas Transmission and Distribution
GTCC	Gas Transmission Control Center
HAWC	Hazard Awareness & Warning Center
HAZMAT	Hazardous Materials
HFTD	High Fire Threat District
HPE	Human Performance Error
HR	Human Resources
HRCC	Human Resources Coordination Center
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-5	Homeland Security Presidential Directive 5
I&I	Intelligence and Investigations
IAP	Incident Action Plan
IC	Incident Commander

Acronym	Definition
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Evaluation
ILT	Instructor-Led Training
IMT	Incident Management Team
IP	Improvement Plan
IPP	Integrated Preparedness Plan
ISFSI	Independent Spent Fuel Storage Installation
IT	Information Technology
ITCC	Information Technology Coordination Center
ITO	Information Technology Officer
IVR	Interactive Voice Response (Nuance)
JFO	Joint Field Office
JIC	Joint Information Center
LFM	Live Fuel Moisture
LNG	Liquid Natural Gas
LNO	Liaison Officer
LSC	Logistics Section Chief
M&C	Maintenance and Construction
MAA	Mutual Assistance Agreement
MAC	Multi-Agency Coordination
MACS	Multi-Agency Coordination System
MCV	Mobile Command Vehicle
MEBA	Major Event Balancing Account
MFS	Materials Field Services
MOA	Meteorology Operations & Analytics
MS-ISAC	Multi-State Information Sharing and Analysis Center
MTCC	Materials Transportation Coordination Center
MW	Megawatt
MYTEP	Multi-Year Training and Exercise Planning
NCRIC	Northern California Regional Intelligence Center
NERC	North American Electrical Reliability Corporation
NFPA	National Fire Protection Association
NG-ISAC	Natural Gas Information Sharing and Analysis Center
NGO	Non-Governmental Organizations

Acronym	Definition
NHAP	Natural Hazard Asset Protection
NIMS	National Incident Management System
NIST	National Institute of Standards and Technology
NMART	National Mutual Assistance Resource Team
NOAA	National Oceanic and Atmospheric Administration
NPG	Nuclear Power Generation
NRC	Nuclear Regulatory Commission
NRE	National Response Event
NREC	National Response Executive Committee
NRF	National Response Framework
NTSB	National Transportation Safety Board
O&M	Operations and Maintenance
OA	Operational Area
OEC	Operations Emergency Center
OES	Office of Emergency Services
OIS/OMT	Outage Information System/Outage Management System
OMT	Outage Management System
OSC	Operations Section Chief
PDCA	Plan-Do-Check-Act
PG&E	Pacific Gas and Electric
PHMSA	Pipeline and Hazardous Materials Safety Administration
PIO	Public Information Officer
PPD	Presidential Policy Directive
PROC	Procurement Unit Leader
PSC	Planning Section Chief
PSPS	Public Safety Power Shutoff
PSS	Public Safety Specialist
PUD	Public Utility District
R&C	Restoration and Control
RAMP-UP	Resource Allocation Management Program
RCIOC	Rancho Cordova Information Operations Center
REC	Regional Emergency Center
REOC	Regional Emergency Operations Center
RESTAT	Resources Status
RGCC	Rocklin Grid Control Center

Acronym	Definition
RMAG	Regional Mutual Assistance Group
RMC	Resource Management Center
RMI	Risk Management Instruction
SAIDI	System Average Interruption Duration Index
SCADA	Supervisory Control and Data Acquisition
SDR	System Dispatch Rocklin
SDV	System Dispatch Vacaville
SEC	Securities and Exchange Commission
SEMS	Standardized Emergency Management System
SEP	State Emergency Plan
SF-DEM	San Francisco City and County Department of Emergency Management
SH&C	Safety, Health and Claims
SITL	Situation Unit Leader
SME	Subject Matter Expert
SO	Safety Officer
SOC	State Operations Center
SOP	Standard Operating Procedure
SOPP	Storm Outage Prediction Program
SPUL	Supply Unit Leader
SRVCC	San Ramon Valley Conference Center
STAM	Staging Area Manager
STOEC	Substation and Transmission Operations Emergency Center
SUBD	Support Branch Director
SVP	Senior Vice President
SWN	Send Word Now
T&D	Transmission and Distribution
TDD/TTY	Telecommunications Device for the Deaf/Teletypewriter
TFR	Temporary Flight Restriction
TIO	Total Injected Odorant
TLCC	Transmission Line Coordination Center
TOE	Transmission Operations Engineering
TS	Transportation Services
TSC	Technology Solution Center
UC	Unified Command
UOC	Utility Operations Center

Acronym	Definition
US-CERT	United States Computer Emergency Readiness Team
USCG	United States Coast Guard
USGS	United States Geological Survey
VGCC	Vacaville Grid Control Center
VOAD	Voluntary Organizations Active in Disaster
VP	Vice President
WAPAA	Western Area Power Administration Agreement
WBT	Web-Based Training
WECC	Western Electricity Coordinating Council
WEI	Western Energy Institute
WEO	Wildfire Emergency & Operations
WFM	Workforce Management
WPE	Work Procedure Error
WRCC	Wildfire Risk Command Center
WRMAA	Western Region Mutual Assistance Agreement
WSAC	Weekly Situational Awareness Call

A.2 Glossary

Term	Definition
Action Plan	(See Incident Action Plan.)
Agency	Division of government with a specific function, or a non-governmental organization (e.g., private contractor, business) that offers a specific kind of assistance. The Incident Command System defines agencies as jurisdictional (having statutory responsibility for incident mitigation) or assisting or cooperating (providing resources or assistance). (See Assisting Agency, Cooperating Agency and Multi-Agency Coordination.)
Allocated Resources	Resources dispatched to an incident.
Regional Emergency Center	An organization established to (1) oversee management of multiple incidents being handled by an Incident Command System organization; or (2) oversee management of a large incident that has multiple Incident Management Teams assigned. Teams operating out of Regional Emergency Centers have the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed and ensure that objectives are met, and strategies followed.
Assigned Resources	Resources checked in and assigned work tasks on an incident.
Assignments	Tasks given to resources to perform in a given operational period, based upon tactical objectives in the Incident Action Plan.
Assistant	Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may be used to supervise unit activities at camps.
Assisting Agency	Agency or organization providing personnel, services, or other resources to an agency with direct responsibility for incident management.
Available Resources	Incident-based resources ready for deployment.

Term	Definition
Base Camp	Location where primary Logistics functions for an incident are coordinated and administered. An incident name or other designator is added to the words "Base Camp." The Incident Command Post may be co-located with the base camp.
Branch	Organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between section and division/group in the Operations Section and between section and units in the Logistics Section. Branches are identified by Roman numerals or by functional name (e.g., medical, security).
Cache	Pre-determined complement of tools, equipment, or supplies stored in a designated location, available for incident use.
Chain Of Command	Series of management positions in order of authority.
Check-In	Process whereby resources first report to an incident.
Chief	ICS title of individuals responsible for command of functional sections, including Operations, Planning, Logistics and Finance/Administration.
Clear Text	Use of plain English in radio communications transmissions. Ten-codes and agency-specific codes are not used when using clear text.
Command	Act of directing or controlling resources by virtue of explicit legal, agency, or delegated authority; may also refer to the Incident Commander.
Command Post	(See Incident Command Post.)
Command Staff	Staff consisting of the Deputy Incident Commander, Chief of Staff, Incident Command Advisor, Public Information Officer, Safety Officer, Liaison Officer, Customer Strategy Officer and Human Resources Officer. Command Staff report directly to the Incident Commander and may have an assistant or assistants, as needed.
Community Resource Center	Community Resource Centers (CRCs) are designed to provide customers and residents a safe, energized location to meet basic power needs (i.e., charging medical devices, cell phones, and laptops and Wi-Fi access where possible), and provide up-to-date information in neighborhoods and communities when a Public Safety Power Shutoff (PSPS) event occurs CRCs could potentially be utilized outside of a PSPS event to provided additional support that augments locally provided shelters and evacuation centers.
Compacts	Formal working agreements among agencies to obtain mutual assistance.
Compensation Unit/Claims Unit	Functional unit within the Finance/ Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.
Complex	Two or more individual incidents located in the same general area assigned to a single Incident Commander or to Unified Command.
Cooperating Agency	Agency supplying assistance other than direct operational or support functions or resources to the incident management effort.
Coordination	Process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch action; however, personnel responsible for coordination may perform command or dispatch functions within limits established by specific agency delegations, procedures, or legal authority, etc.
Coordination Center	Describes any facility used for coordinating agency or jurisdictional resources in support of one or more incidents.
Cost Sharing Agreements	Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but can be oral between authorized agency and jurisdictional representatives at the incident.
Cost Unit	Functional unit in the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.
Crew	(See Single Resource.)

Term	Definition
Delegation of Authority	Statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. Delegation of Authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.
Demobilization Unit	Functional unit in the Planning Section responsible for ensuring orderly, safe, and efficient demobilization of incident resources.
Deputy	Qualified person who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff and Branch Directors.
Director	Incident Command System title for people responsible for supervising a branch
Dispatch	Implementation of a command decision to move one or more resources from one place to another.
Dispatch Center	Facility from which resources are assigned to an incident.
Division	Used to divide an incident into geographical areas of operation. A division is located within the Incident Command System organization between the branch and the task force/strike team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.
Documentation Unit	Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.
Emergency Management Coordinator/Director	Person in each political subdivision who has coordination responsibility for jurisdictional emergency management.
Emergency Medical Technician (EMT)	Health-care specialist with skills and knowledge in pre-hospital emergency medicine.
Emergency Operations Center (EOC)	Pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.
Emergency Operations Plan (EOP)	Plan that each jurisdiction has and maintains for responding to appropriate hazards.
Energy Management System (EMS)	A tool used by the Grid Control Center (GCC) to monitor the Bulk Electric System (BES). EMS has a contingency analysis application that allows for the analysis of the power system in order to identify the overloads and problems that can occur due to a contingency. (A contingency is the failure or loss of an element or a change of state of a device in the power system.) This application uses a computer simulation to evaluate the effects of removing individual elements from a power system. EMS also provides SCADA functions, alarm categories, network study capability, state estimator, and exception reports.
Event	Planned, non-emergency activity. The Incident Command System can be used as the management system for a wide range of events, (e.g., parades, concerts, sporting events).
Facilities Unit	Functional unit within the Support branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.
Field Operations Guide	Pocket-size manual of instructions on the application of the Incident Command System.
Finance/Administration Section	Responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit and Cost Unit.
Function	In the Incident Command System (ICS), "function" refers to the five major activities in the ICS (i.e., Command, Operations, Planning, Logistics and Finance/Administration). The term "function" is also used when describing the activity involved, (e.g., the planning function).

Term	Definition
General Staff	Group of incident management personnel reporting to the Incident Commander. Each may have a deputy, as needed. The General Staff consists of: Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Administration Section Chief.
Generic ICS	Description of the Incident Command System generally applicable to any kind of incident or event.
Group	Established to divide an incident into functional areas of operation. Groups are made of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between branches (when activated) and resources in the Operations Section.
Hierarchy of Command	(See Chain of Command.)
Hot Site	Duplicate of the original site of the organization, with full computer systems as well as near-complete backups of user data. Following a disruption to the original site, the hot site exists so that the organization can relocate with minimal losses to normal operations. Ideally, a hot site will be up and running within a matter of hours or even less.
ICS National Training Curriculum	Series of training modules consisting of instructor guides, visuals, tests and student materials. Modules cover all aspects of Incident Command System operations and can be intermixed to meet specific training needs.
Incident	An occurrence either human caused or by natural phenomena that requires action by emergency service personnel to prevent or minimize loss of life or damage to property or natural resources.
Incident Action Plan (IAP)	Plan containing objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The IAP may be oral or written. When written, the plan may have several forms as attachments, (e.g., traffic plan, safety plan, communications plan, and map).
Incident Command Post (ICP)	Location where the primary command functions are executed. The ICP may be co-located with the incident base or other incident facilities.
Incident Command System (ICS)	Standardized on-scene emergency management concept designed to allow its users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.
Incident Commander (IC)	Individual responsible for the management of all incident operations at the incident site.
Incident Management Team (IMT)	Incident Commander and appropriate Command and General Staff personnel assigned to an incident.
Incident Objectives	Statements of guidance and direction necessary for selection of appropriate strategies and tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.
Incident Support Organization	Includes any off-incident support provided to an incident. Examples include agency dispatch centers, airports, mobilization centers, etc.
Initial Action	Actions taken by resources who are the first to arrive at an incident.
Initial Response	Resources initially committed to an incident.
Jurisdiction	Range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., city, county, state, or federal boundary lines) or functional (e.g., police department, health department). (See Multi-Jurisdiction Incident.)
Jurisdictional Agency	Agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.
Kind	Nature of a resource, (e.g., single, strike team).
Leader	Incident Command System title for the person responsible for a task force, strike team, or functional unit.

Term	Definition
Liaison Officer (LNO)	Member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.
Life-Safety	Joint consideration of both life and physical well-being of individuals.
Logistics Section	Responsible for providing facilities, services, and materials for an incident.
Material Laydown Area	An area that serves to provide crews with access to needed materials closer to the work. Materials laydown areas typically only provide materials storage, a place for crews to park, portable restrooms, lighting, and security, as required.
Management By Objectives	In the Incident Command System, this is a top-down management activity involving a three-step process to achieve the incident goal. The steps are: Establish the incident objectives, select appropriate strategies to achieve the objectives and provide tactical direction associated with the selected strategy. Tactical direction includes selection of tactics, selection of resources, resource assignments and performance monitoring.
Managers	Individuals in Incident Command System organizational units who are assigned specific managerial responsibilities, (e.g., Staging Area manager (STAM) Camp manager).
Message Center	Co-located or adjacent part of the Incident Communications Center. The Message Center receives records and routes information about resources reporting to the incident, resource status and administrative and tactical traffic.
Micro Sites	Sites set up to function as a satellite workspace to a base camp. These smaller sites avoid the traffic issues present at the larger base camps and are intended to allow for speedier deployment of resources by placing them closer to the damaged areas.
Mobilization	Processes and procedures used by federal, state and local organizations for activating, assembling and transporting all resources requested to respond to or support an incident.
Mobilization Center	Off-incident location where emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.
Multi-Agency Coordination (MAC)	General term describing the functions and activities of involved agency or jurisdiction representatives who meet to make decisions about prioritizing incidents and sharing/use of critical resources. The MAC organization is not a part of the on-scene Incident Command System or involved in developing incident strategy or tactics.
Multi-Agency Coordination System (MACS)	Combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, the MACS is responsible for coordinating assisting agency resources and providing support in a multi-agency or multijurisdictional environment. A MAC group functions within the MACS.
Multi-Agency Incident	Incident where one or more agencies assist a jurisdictional agency or agencies. May be a Single or Unified Command.
Multi-Jurisdiction Incident	Incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In the Incident Command System, these incidents will be managed under Unified Command.
Mutual Aid Agreement	Written agreement between agencies or jurisdictions where each agrees to assist one another on request by providing personnel and equipment.
National Incident Management System (NIMS)	Program consisting of five major subsystems that collectively provide a total systems approach to all-risk incident management.
Officer	Incident Command System title for personnel responsible for the Command Staff positions of Safety, Liaison and Information.
Operational Period	Period of time scheduled for execution of a given set of operation actions, as specified in the Incident Action Plan. Operational periods can have varying lengths, typically not exceeding 24 hours.
Operations Section	Section responsible for all tactical operations at the incident, which typically includes branches, divisions or groups, task forces, strike teams, single resources and staging areas.

Term	Definition
Out-Of-Service Resources	Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.
Overhead Personnel	Personnel assigned to supervisory positions that include Incident Commander, Command Staff, General Staff, directors, supervisors and unit leaders.
Planning Section	Responsible for the collection, evaluation and dissemination of tactical information related to the incident and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation and Demobilization units, as well as Technical Specialists.
Planning Meeting	Meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.
Public Information Officer (PIO)	Member of the Command Staff responsible for interfacing with the public, media and other agencies requiring information directly from the incident. There is only one PIO per incident. The PIO may have assistants.
Recorders	Individuals within the Incident Command System organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics and Finance/Administration units.
Reinforced Response	Resources requested in addition to the initial response.
Reporting Locations	Location or sites where incoming resources can check-in at the incident. (See Check-In.)
Resources	Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type, (e.g., ground, water, air) and may be used in tactical support or overhead capacities at an incident.
Safety Officer	Member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.
Section	Organization level with responsibility for a major functional area of the incident (e.g., Operations, Planning, Logistics, Finance/Administration). Organizationally, the section is between Branch Commander and Incident Commander.
Sector	Term used in some applications to describe an organizational level like an ICS division or group. Sector is not a part of Incident Command System terminology.
Segment	Geographical area where a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numerals.
Service Branch	Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical and Food units.
Single Resource	Individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used at an incident.
Span of Control	Supervisory ratio of three to seven people, with five-to-one being established as optimum.
Staging Area	Locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging areas are managed by the Operations Section.
Strategy	General plan or direction selected to accomplish incident objectives.
Strike Team	Specified combinations of the same kind and type of resources, with common communications and a leader.
Supervisor	Incident Command System title for individuals responsible for command of a division or group.
Supervisory Control and Data Acquisition	A system of software and hardware elements that enable control of mechanical processes from remote locations.

Term	Definition
Support Resources	Non-tactical resources supervised by the Logistics, Planning, Finance/Administration Sections, or Command Staff.
Supporting Materials	Refers to several attachments that may be included with an Incident Action Plan, (e.g., communications plan, map, safety plan, traffic plan and medical plan).
Tactical Direction	Direction given by the Operations Section Chief that includes tactics appropriate for the selected strategy selection and assignment of resources, tactics implementation and performance monitoring for each operational period.
Task Force	Combination of single resources assembled for a particular tactical need, with common communications and a leader.
Team	(See Single Resource.)
Technical Specialists	Personnel with special skills that can be used anywhere in the Incident Command System organization.
Type	Refers to resource capability. "Type 1" resources provide greater overall capability due to power, size, capacity, etc., than would be found in "Type 2" resources. Resource typing provides managers with additional information in selecting the best resource for the task.
Unified Area Command	Established when incidents under a Regional Emergency Center are multi-jurisdictional. (See Regional Emergency Center and Unified Command.)
Unified Command (UC)	In the Incident Command System, Unified Command is a unified team effort that allows all agencies with responsibility for an incident, either geographical or functional, to manage an incident by establishing a common set of objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.
Unit	Organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
Unity of Command	Concept by which each person in an organization, reports to only one designated person.

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Appendix B. Maps and System Details

Figure 11-1: PG&E Regions and Divisions

Figure 11-2: Electric Transmission

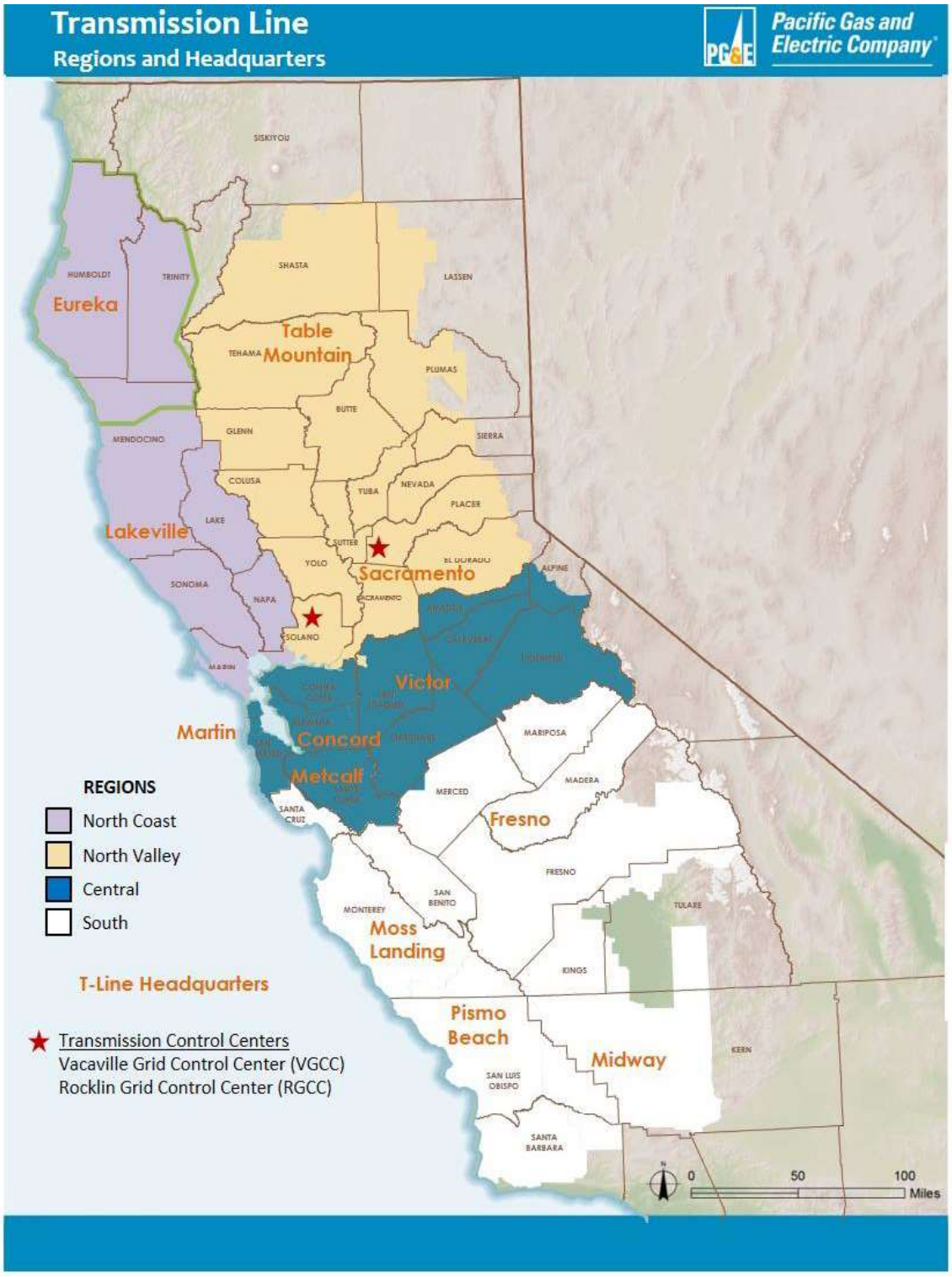

Figure 11-3: Gas Transmission and Distribution Operations and Construction

North

Northern Region:
- North Valley
- Humboldt
- Sierra
- Sonoma
- Sacramento

Bay Area
- North Bay
- East Bay
- Diablo
- San Francisco

South

Central Coast:
- Mission
- Peninsula
- De Anza
- San Jose
- Central Coast
- Los Padres

Central Valley:
- Stockton
- Yosemite
- Fresno
- Kern

Figure 11-4: Gas Transmission System

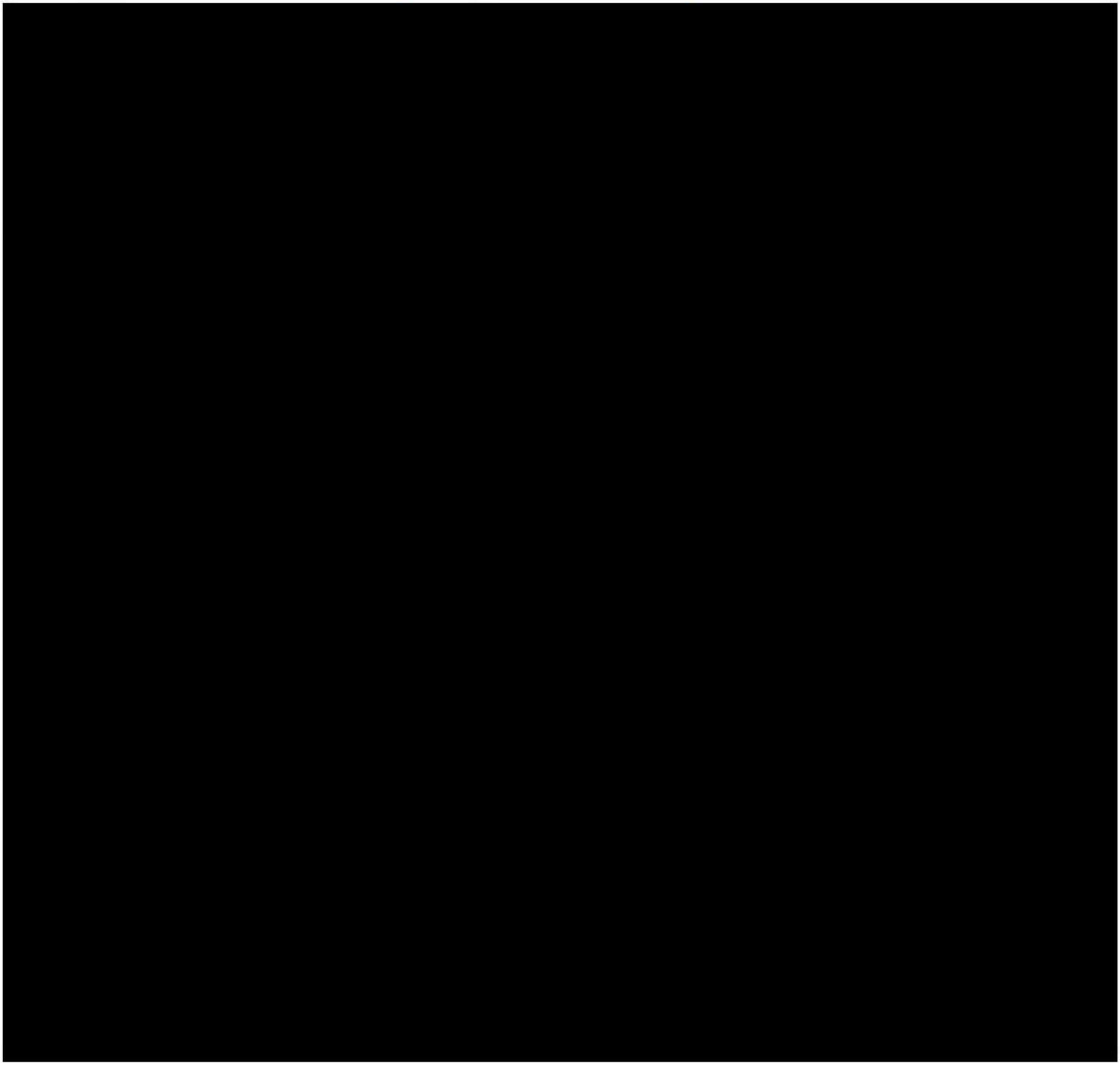

Figure 11-5: Generation System

Figure 11-6: DCPP Emergency Planning Zone

Appendix C. Levels of Emergency and Activation Criteria for PG&E

Workload is the main factor used to determine the need to escalate PG&E incident management and support operations. Table 11-1 provides an outline of factors considered for level 1-5 incident/event activations.

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		Interest	(As Needed)			
astrophic iple incidents e # customers ificant cost, frastructure risk and/or amage ty to conduct business npacted	full mobilization of company resources mutual aid resources are needed	heavy media interest actual reputational risk	ICP OEC ETEC STOEC Electric REC GEC EOC	>32 times EDO workload >750,000 customers out >14 ET Outages AOR >6 days restoration mutual aid needed OECs, RECs, GEC and EOC activated major to catastrophic storm incident, wind >60 mph (EDO) or >75 mph (ET) >10 days estimated gas restoration rotating shifts implemented mutual aid needed major earthquake with uncontrolled risk of injury or fatality multiple pipeline ruptures with significant public safety issues multiple uncontrolled major gas releases or gas-fed fires across system with long duration gas interruption expected	Violent-Extreme Earthquake (MMI IX, X+, M6+) , multiple fatalities widespread property damage (e.g., high hazard dam failure) outside assistance needed NUCLEAR (DCPP only) Declaration of General Emergency for an event that has resulted in an actual or imminent release of radioactive material expected to exceed federal exposure limits plant and local, state and federal government Emergency Response Facilities are activated and emergency actions by the public will be necessary real/imminent substantial core damage potential loss containment integrity, site control loss due to hostile action local, state and national media interest	Severe risk of hacking, viru outages and/or significar known remedy or that de Complete network failures, loss of administrative co control and data acquisit potential for or actual loss c economic security of the extensive / widespread, pro multiple FAs critical network and comput data centers, contact cer
ere e # customers nded multiple cidents pany impacted	mainly from multiple regions general contractors used mutual aid may be needed	heavy media interest potential reputational risk	ICP ETEC STOEC OEC Electric REC GEC EOC	10-32 times EDO workload 300,000 to 750,000 customers out 2-6 days restoration, 10-14 ET Outages/AOR OECs, RECs, GEC and EOC activated. major windstorm, winds 40-60 mph (EDO) or >60 mph (ET) and significant earthquake >5-day gas restoration rotating shifts implemented GC resources mobilized across regions contractors may be required curtailment of routine work gas-related explosion pipeline rupture with significant public safety issues significant earthquake affecting multiple divisions with confirmed injuries, fatalities or severe property damage major gas transmission impacts with severe gas distribution interruptions	Severe Earthquake (MMI VIII, M5.9-M6) affecting more than one - area large chemical release into populated area gas supply line failure/explosion low-hazard dam failure and severe waterway failure NUCLEAR (DCPP only) Declaration of Site Area Emergency for an event in progress that involves major failures of plant functions critical plant operations compromised and possible systems failures hostages/plant damage due to hostile action radiation release beyond site boundary not expected to exceed federal exposure limits Plant and local and state government Emergency Response Facilities are activated and emergency actions by the public may be necessary local, state and national media interest	high cyber risk of increased targets or compromises an exploit for a critical vulne damage a critical vulnerability is bei attackers have gained adm multiple damaging or disru multiple denial of service at IT: Significant / Large IT ev geographic areas unplanned, prolonged data Contact Center down critical Operational Technol disrupted for prolonged p
ious e # customers	mainly within the region may need to move between regions	increased media interest actual or imminent negative coverage	ICP OEC Electric REC GEC EOC ETEC STOEC	4-10 times EDO workload 100,000 to 300,000 customers out 7-10 ET Outages/AOR, restoration is 1-3 days significant winter storm, winds 35-50 mph (EDO) or >50 mph (ET) 2-4-day gas restoration resources on 12- to 16-hour schedules outside resources brought in from other divisions gas-related fire, injury or significant property damage earthquake, landslide or wildfire with major gas transmission impacts with severe gas distribution interruptions	Very Strong Earthquake (MMI VII, M4.5-M5.9)large chemical release into sparsely populated area gas supply line failure unscheduled or uncontrolled release fatality in waterway, serious dam or waterway leak NUCLEAR Declaration of Alert for events that are in progress or have occurred which involve an actual impact on the level of safety of the plant. Plant and local government Emergency Response Facilities are activated and emergency actions by the public may be necessary. If a radiation release has occurred, it will not exceed federal exposure limits Localized media interest	significant cyber risk increased hacking, virus or or critical systems contai in a distributed denial of critical IT infrastructure or a area for a time exceedin significant disruption to criti call center impacted signific significant voice communica
vated ending potential cident l emergency	local or within the region more than routine response	increased media interest	ICP • OEC	2-4 times average EDO workload 20,000 to 100,000 customers out 5-7 ET Outages/Area of Responsibility (AOR) <24-hour restoration is typical but could be up to 2 days OEC Communications Only w/ OEC activation possible moderate winter storm, winds 30-40 mph (EDO) or >35 mph (ET) 1-2 days gas restoration regular shift with some on extended overtime moderate winter storm major over-odorization dig-in equipment failure causing significant interruption or multiple leaks Cold Winter Day (CWD) operations with gas curtailment strategy	fire, flood, small chemical release, oil spill into waterway canal leak Light-Strong Earthquake (MMI IV-VI, M3.5-M4.5 and/or felt) NUCLEAR: Same as Level 1 Declaration of Alert for events that are in progress or have occurred which involve a potential impact on the level of safety of the plant. Plant and local government Emergency Response Facilities are activated but no emergency actions by the public is required very low media interest	unusual cyber activity critical vulnerability discove critical vulnerability exploite a new virus discovered with credible warnings of increas compromise of non-critical IT network infrastructure fai data center issues impactin
tine ll # customers	local routine response	little to no interest	• ICP	car/pole accident • gas leak routine response	small on-site oil or chemical spill NUCLEAR: Declaration of Unusual Event for an other-than-normal plant-related condition. No protective action by the public or any government authority very low to no media interest	no unusual cyber activity normal known hacking, viru IT application or network de

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Appendix D. Incident Command System

D.1 ICS Overview

PG&E has implemented and integrated key concepts from ICS within our response to emergencies.

The Incident Command System (ICS) is a standardized all-hazard incident management system. It provides a systematic, proactive approach for all levels of government, nongovernmental organizations (NGOs) and the private sector to work together to reduce the loss of life and property and harm to the environment.

An important feature of ICS applicable to all incidents and events is personnel accountability. This is accomplished through Unity of Command and the use of check-in forms, position logs and status keeping systems.

The ICS organization can expand or contract to meet different needs. This flexibility makes it a very cost-effective and efficient management approach for both small and large situations.

ICS is based on proven management principles, implemented through a wide range of management features including the use of common terminology, clear text and a modular organizational structure. ICS emphasizes effective planning, including management by objectives and reliance on an Incident Action Plan (IAP).

Figure 11-7: PG&E Public Safety Specialists with San Mateo First Responders

Maintaining a manageable span of control ensures full use of all incident resources. Finally, ICS supports responders and decision makers by providing the data they need through effective information and intelligence management.

PG&E first responders (Figure) interface with police, fire and other agencies that are trained to use ICS. If the incident is too large or grows beyond the control of the first responder, they should call for their supervisor or the on-call supervisor.

D.2 Common Terminology and Clear Text

The ability to communicate within ICS is critical. ICS establishes common terminology, allowing diverse incident management and support entities to work together. Common ICS positions titles are used, such as Officer, Chief, Director, Supervisor, or Leader. ICS titles most likely do not reflect people's "PG&E daytime title."

All communication should:

- Be in plain English
- Use clear text
- Avoid PG&E-specific acronyms, codes or jargon

D.3 Modular Organization

The incident command system (ICS) organizational structure is flexible and based on the size and complexity of the incident. In ICS, only those functions or positions necessary for an incident will be filled.

As incident complexity increases, the organization expands as functional responsibilities are delegated. When needed, separate functional elements can be established.

As the ICS organizational structure expands, the number of management positions also expands to address the requirements of the incident adequately.

D.4 Planning Process and Incident Action Plan

All levels of the PG&E organizational structure must have a clear understanding of the actions required to manage the incident. Slight variations may be affected in the organization structure to accommodate PG&E's utility model.

Management by objectives is an approach used in incident command to communicate actions throughout the entire PG&E organization. Therefore, considerable emphasis is placed on effective planning. The planning process provides the foundation for successful resolution of incidents. The planning process:

- Provides a clear and accurate picture of the current situation and resource status
- Effectively predicts probable courses of the incident (best and worst case)
- Involves alternative strategies (plan A, B, C and D)
- Creates a foundation for an Incident Action Plan (IAP)

D.5 Span of Control

Span of control pertains to the number of individuals that one leader can manage effectively during an emergency. Span of control is the key to effective, efficient, and safe incident management. For an effective span of control, one leader should not manage more than five people. The industry standard is 3-7 personnel assigned with 5 personnel being optimal.

Along with span of control, the ICS uses unity of command, meaning that each person is accountable to only one designated leader to whom he/she reports at the scene of an incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.

D.6 Accountability

Effective accountability during incident operations is essential at all levels. Individuals must abide by PG&E policies and guidelines and any applicable local, state or federal rules and regulations. The following guidelines are suggested:

- **Check-In**: The Check-In/Out form for ICS 211 is used to record all personnel who worked or observed activities in the center. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander. Activated EOC teams members sign in and out at the beginning and end of each shift using the electronic sign in/out link at: EOC Sign In/Out.
- **Incident Action Plan**: Response operations must be directed and coordinated as outlined in the IAP with the recognition that the ICS is flexible and may be adapted to ensure the best response to changing conditions
- **Unity of command**: Each individual involved in an incident operation is assigned to only one supervisor
- **Span of control**: Supervisors must be able to supervise and control their subordinates adequately, as well as communicate with and manage all resources under their supervision
- **Resource tracking**: Supervisors must record and report resource status changes as they occur

ICS is used extensively in PG&E's emergency response, and specific training is offered on the PG&E Intranet under Tools > PG&E@work For Me > My Learning, including but not limited to:

- **EPRS-9009WBT – ICS Fundamentals** is offered internally as a web-based training (WBT) and introduces the core principles of the ICS, the emergency response framework PG&E uses to respond to emergency incidents or events

- **EPRS-9010WBT – CERP Overview** is updated annually and a prerequisite for all EOC on-call employees

For additional information on PG&E emergency response training opportunities, see CERP section 5.8 “Training and Exercises Program”.

D.7 Planning Process and the Planning “P”

Effective planning provides the foundation for successful mitigation of incidents. All Command and General Staff participate in the planning process and in developing the incident action plan (IAP). The planning process must:

- Provide a clear and accurate picture of the current situation and resource status
- Effectively predict probable courses of the incident (best and worst cases)
- Involve alternative strategies (plans A, B, C and D)
- Create a foundation for a realistic IAP for the next operational period (**Note:** The IAP is a product of the planning process)

There are five primary phases of the planning process that are generally the same regardless of the type and complexity of the incident. The IC on simple incidents must develop and communicate a simple plan through oral briefings. Incidents that are more complex require a more complete, time-consuming planning process and written IAP prepared by an entire Incident Management Team (IMT).

D.8 Five Phases of the Planning Process

Understand the Situation

This first phase involves gathering, recording, analyzing, and displaying a clear and accurate picture of the incident evolving at the moment.

Establish Incident Objectives and Strategy

The second phase involves determining an effective strategy and formulating and prioritizing the incident objectives. The strategy and objectives must consider alternative strategies.

Develop the Plan

The third phase involves determining the tactical direction and the specific resources needed for implementing the strategy for one operational period.

Prior to formal planning meetings, each member of the Command and General Staff is responsible for gathering necessary information so that together, they can successfully and collectively develop the plan.

Prepare and Disseminate the Plan

The fourth phase involves preparing the plan in a format that is appropriate for the size and complexity of the incident.

For initial response, this will likely be notes for an oral briefing and oral assignments or orders. For incidents with multiple operational periods, more formal written IAPs are necessary.

Execute, Evaluate and Revise the Plan

The fifth phase of this cyclical process is to execute and evaluate the plan to ensure success.

The command team must regularly compare planned progress with actual progress. Adjustments in the plan can then be made as new information emerges or conditions change, or adjustments can be implemented in the IAP for the next operational period.

D.9 The Planning "P"

The Planning "P" is a guide to the process and steps involved in planning for an incident (see Figure 11-8 on the next page). The leg of the "P" describes the initial response period. Once the incident begins, the steps are:

- Notifications (using PG&E's notification matrix for guidance)
- Initial Response and Assessment (using PG&E's Assessment Matrix for guidance)
- Incident Briefing using ICS 201
- Initial Incident Command (IC)/Unified Command (UC) meeting

At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are:

- Initial IC/UC Develop/Update Objectives Meeting
- Command and General Staff Meeting
- Preparing for the Tactics Meeting
- Tactics Meeting
- Preparing for the Planning Meeting
- Planning Meeting
- IAP Prep and Approval
- Operations Briefing

At this point, a new operational period begins. The next steps are to:

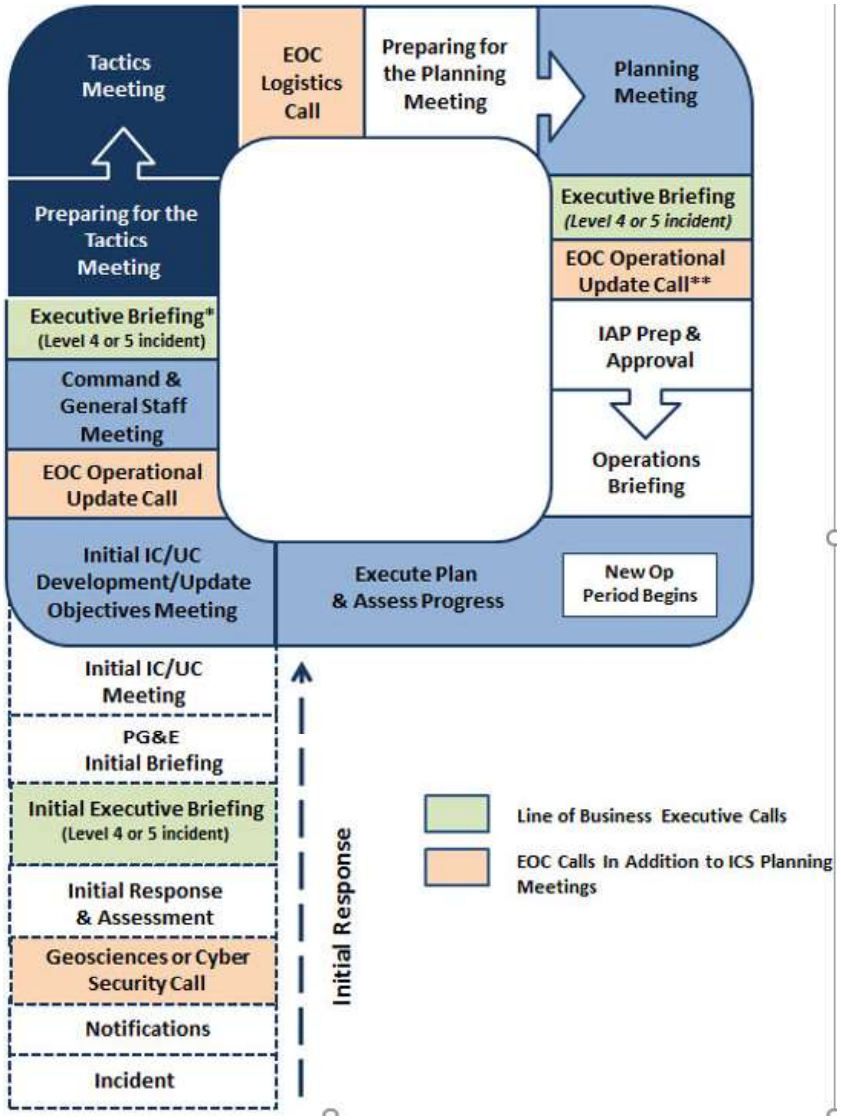
- Execute Plan
- Assess Progress, after which the cycle begins again.

Also included in PG&E's Planning "P" are additional EOC meetings or calls. Meetings and timing may vary depending on the incident and at the discretion of the EOC Commander. For instance:

- The Initial Executive Briefing may occur during the initial response in Operational Period 1. A follow-up briefing may occur after the Planning Meeting
- EOC Staff Briefing for the night shift may occur before the evening EOC Operational Update Call

See Appendix E and Appendix F for meeting descriptions, templates, and samples.

Figure 11-8: Planning "P"



Appendix E. Meetings and Agendas

Building on section D.7 "Planning Process and the Planning P," this section outlines a typical operational period at the EOC. During an incident, the EOC's activities follow the Planning P steps described in detail in section D.9, and as noted below.

- Understand the Situation
- Establish Incident Objectives and Strategy
- Develop the Plan
- Prepare and Disseminate the Plan
- Execute, Evaluate and Revise the Plan

Documented normally at the Company EOC level using an ICS-230 form Communication Plan, initial and ongoing planning cycles involve a series of calls, meetings, and briefings to gain and maintain situational awareness, develop objectives, strategies and tactics, and synchronize report submission and distribution times.

Also included in this section are sample meeting agendas. Agendas are found on the EOC Resources SharePoint site:

- Executive Briefing Call Agenda (functional area call)
- EOC Operational Update Call Agenda
- EOC Tactics Meeting Agenda (updated 2017.05.08)
- EOC Planning Meeting Agenda
- Additional Agendas by EOC Section:
  - Logistics – EOC Logistics Call, Human Resources, Corporate Security
  - Command Staff – Corporate Communications, Customer Care and External Relations
  - Operations – Diablo Canyon, Electric Operations, Energy Management, Gas Operations, Information Technology, Power Generation

Remember: PG&E's emergency response is scalable. Thus, the meeting and report cycles outlined here are illustrative and may be adjusted to meet the specific needs of an incident.

E.1 Initial Incident Command or Unified Command Meeting

The immediate action following an incident is to understand the situation and conduct a thorough size-up to obtain information needed to make initial management decisions to include the appropriate staff levels.

Table 11-2 outlines the initial meeting agenda for an emergency event or incident at any operational level within the company. Subsequent meeting agendas are presented in this section.

Table 11-2: Initial Incident Briefing

Activity	When	Purpose	Forms	Facilitator	Attendees
Incident Briefing	Transition from Initial Response to Operations	Brief IC/UC Assess operational requirements Determine current and future organizational and response requirements and objectives Inform staff Set expectations	ICS 201 Incident Briefing	IC or Planning Section Chief	IC/UC Command staff General staff

E.1.1 Initial Unified Command Briefing

Table 11-3 summarizes the initial Unified Command discussion items for an emergent incident involving multiple jurisdictional authorities where there are PG&E facilities involved.

Table 11-3: Initial Unified Command Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Initial UC Meeting	When the UC is formed	Determine roles and authorities Set expectations	Current IC/UC or Planning Section Chief	• IC/UC o Negotiates UC participation o Clarifies UC roles & responsibilities o Negotiates and agrees on: -Jurisdictional boundaries -Incident name -Overall incident management organization -Location of ICP, sites and support -Operational period length and start time -Deputy IC assignments; other key Command and General Staff and technical support, as needed • Safety Officer Advises of major safety concerns • Operations Section Chief or designee Briefs UC members on current operations • Planning Section Chief or designee Facilitates and documents meeting • Logistics Section Chief or designee	Only the ICs who will make up the Unified Command (UC)

E.1.2 Initial Executive Briefing

Table 11-4 summarizes meeting discussion items for when company executives convene for an emergent incident impacting Company operations.

Table 11-4: Initial Executive Briefing

Activity	When	Purpose	Facilitator	Attendees
Initial Executive Briefing	At the onset of a no-notice event, following the Initial Call	Inform leadership Establish command Provide initial direction, e.g.: • Open the EOC • Report to AEOC in Vacaville • Activate the Executive Mobilization Plan • Stand down, etc. Obtain information, e.g.: • Status of FA • Have FAs activated their emergency and/or business continuity plans? • What emergency centers are open? • Do you know of any effects so far on daily operations? • Field staff reporting? • Is the restoration strategy clear? • What are the incident priorities? • What are the anticipated resource needs? • Status of local, state, federal response? • Employee status? Ask questions Clarify expectations Establish time of next call	Director, EP&R SE or designee	EOC Commander Director, EP&R FA Executives/ designees Company Leadership (optional attendance)

Subsequent incident meetings may follow the meeting agenda format contained in the iterative ICS "Planning P' process.

E.2 Operational Period Meetings and Work Sessions

After the incident parameters are understood, objectives and planning begin. The IC/UC establishes incident objectives that cover the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establishes the course of the incident, rather than having incident objectives address only a single operational period.

In addition to establishing the incident objectives, the IC/UC establishes the next operational period. The IC/UC works with the Planning Section Chief to develop a schedule of meetings and reports for the operational period.

Then, the Operations Section directs the implementation of the plan. The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met, and effectiveness is ensured.

E.3 IC/UC Objectives Meeting

Activity	When	Purpose	Facilitator	Contributors	Attendees
IC/UC Objectives Meeting	Prior to Command and General Staff Meeting	• Identifies priorities, limitations and constraints • Develops objectives • Develops Command and General Staff tasks • Agrees on UC workload	IC/UC member or Planning Section Chief	Command Identifies • Priorities • Limitations • Constraints • Key procedures Develops • Incident objectives • Tasks for Command and General Staff Agrees on division of UC workload Planning Facilitates and documents meeting Proposes draft objectives Operations May attend/contribute	IC/UC members Selected staff

E.4 EOC Operational Update Call

Activity	When	Purpose	Facilitator	Contributors	Attendees
EOC Operational Update Call	Prior to the Command and General Staff Meeting	Share situation status between EOC, RECs, GEC and ETEC and discuss: • Limiting factors • Critical resource needs • Weather • Safety	Planning Section Chief		Officers EOC Section Chiefs Branch Directors Resource Unit Leader; Electric REC and GEC ICs; SO&C; Sub / T-line Directors; GEC Commander
Information from this meeting will be used to later develop restoration strategies and to confirm objectives. For a detailed agenda, refer to the EOC Resources SharePoint.					

E.5 Executive Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Executive Briefing	Typically, after the Command and General Staff Meeting and following the Planning Meeting	• Obtain a status on each FA • Provide situational awareness • Identify operational barriers • Provide known event details and discussion of critical next steps • Communicate policies and decisions consistently	EOC Commander or designee		EOC Commander Director, EP&R FA Executives* Company Leadership (optional)**
The cadence and timing of Executive Briefings is determined by the EOC Commander. The timing and content of this call may be revised based on factors such as the type and onset of the emergency, magnitude of damage and expected duration.					
The Executive Briefing is a FA call and is not an EOC operational call.					
It is scheduled by the Sr. Director, EP&R, EOC Commander, Planning Chief, or designee.					
* If a FA Executive is not available, their designee may attend.					
** Other senior executives not listed (i.e., Company Leadership members) are optional to attend.					

E.6 Tactics Meeting

E.6.1 Preparation

As organizational leads for the Tactics Meeting, Operations Section staff prepare for the meeting by developing tactics based on resources anticipated to be available during the next operational period.

Command and General Staff Tactics Meeting preparations include:

Planning

- ☐ Facilitates process
- ☐ Reviews objectives and agrees which are the responsibility of the Operations Section
- ☐ Ensures Technical Specialists are included and prepared to contribute as appropriate
- ☐ Presents situation information and provides projections

Operations

- ☐ Develops draft strategies and tactics for each operationally oriented incident objective
- ☐ Develops alternative or contingency strategies and tactics
- ☐
- ☐ Develops/outlines Operations Section organization for next operational period

Safety Officer

- ☐ Develops hazard risk analysis

E.6.2 Tactics Meeting Description

Activity	When	Purpose	Facilitator	Contributors	Attendees
Tactics Meeting	Prior to Planning meeting	The purpose of the Tactics meeting is to review the tactics developed by the Operations Section Chief	Operations Section Chief	• Planning • Sets up meeting room • Facilitates meeting • Presents current situation and projections • Presents resources status (RESTAT) • Documents meeting • Operations • Briefs current operations • Presents strategies, tactics and resource needs • Identifies alternative strategies • Presents the Operations Section organization • Provides plan and status during Dual Commodity events • Safety • Identifies potential hazards and recommends mitigation measures • Logistics • Contributes logistics information as necessary • Determines incident facility support requirements • Prepares to order needed resources • Presents situation information and projections	Safety Officer Section Chiefs (Planning, Operations and Logistics); Unit Leaders (Resources, Situation and Documentation) Technical Specialist, as needed

E.7 Planning Meeting

The Planning meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief for the next operational period. Like the Tactics Meeting, the planning meeting requires pre-work.

E.7.1 Preparation

Checklist Command and General Staff Planning Meeting preparations include:

Command

- ☐ Prepares further guidance/clarification
- ☐ As needed, meets informally with appropriate staff members

Operations

- ☐ Prepares ongoing operations update (ICS form 209)
- ☐ Provides overlap plans and status updates, as needed, during dual commodity events.[52]
- ☐ Coordinates with other staff (District Storm Rooms in an electric incident), as needed

Planning

- ☐ Sets up meeting room
- ☐ Develops resource, support and overhead requests and submits to Logistics after the Planning meeting
- ☐ Publishes/distributes meeting schedule and ensures that attendees are prepared (posted agenda)
- ☐ Makes duplicate documents for Command that are needed to support presentations
- ☐ Evaluates the current situation and decides whether the current planning is adequate for the remainder of the operational period (i.e., until next plan takes effect)
- ☐ Advises the IC and the Operations Section Chief of any suggested revisions to the current plan, as necessary
- ☐ Establishes a planning cycle for the IC
- ☐ Determines Planning meeting attendees in consultation with the Incident Commander
- ☐ Establishes the location and time for the Planning meeting
- ☐ Ensures that planning boards and forms are available
- ☐ Notifies necessary support staff about the meeting and their assignments
- ☐ Ensures that a current situation and resource briefing will be available for the meeting
- ☐ Obtains an estimate of resource availability for use in planning for the next operational period
- ☐ Obtains necessary policy, legal, or fiscal constraints for use in the Planning Meeting

Logistics

- ☐ Prepares resources orders to support IAP (submitted after the Planning meeting)
- ☐ Prepares for Planning meeting
- ☐ Verifies support requirements for Finance/Administration
- ☐ Verifies financial and administrative requirements

[52] Dual commodity incidents are most commonly, but not exclusively, Gas and Electric incidents.

E.7.2 Planning Meeting

In the Planning Meeting, the Operations Section Chief delineates the amount and types of resources needed to accomplish the plan. The Planning Section's Resources Unit works with the Logistics Section to accommodate.

After the meeting, the Planning Section staff indicate when all elements of the plan and support documents are required to be submitted so that the plan can be collated, duplicated and made ready for the Operational Period Briefing.

Activity	When	Purpose	Facilitator	Contributors	Attendees
Planning Meeting	After the Tactics meeting	Review and validate the operational plan proposed by the Operations Section Chief	Planning Section Chief	• Command • Ensures that all of Command's direction, priorities and objectives have been met • Provides further direction and resolves differences as needed • Gives tacit approval of proposed plan • Operations • Provides overview of current operations • Presents a plan of action that includes strategies, tactics, contingencies, resources, organization structure and overall management considerations (i.e., divisions/groups) • Planning • Facilitates meeting • Briefs current situation • Provides projections • Documents meeting • Logistics • Briefs logistical support/services and resource ordering status • Discusses operational facility issues • Finance / Admin • Briefs administrative and financial status/projections, etc. • Command Staff • Discusses and resolves any safety, liaison and media considerations and issues	Attendance is required for all Command and General Staff IC/UC Command and General Staff Situation Unit Leader Documentation Unit Leader Technical Specialists, as needed Additional incident personnel as requested

E.7.3 Agenda

Pacific Gas and Electric Company

EOC Planning Meeting Agenda

Telephone Conference: Please fill out with Conference Call #

Conference Host: EOC
Conference Facilitator: Planning and Intelligence Section Chief

Purpose of Call: The purpose of the call is to finalize strategies to meet incident objectives and review and approve the plan for the next operational period. This meeting/call takes place after the tactics meeting and is generally facilitated by the Planning and Intelligence Section Chief.

Specific Program Areas to Report On	Topic	Reporting
Roll Call Brief Attendees on Rules of Conduct	Open Meeting	Planning and Intelligence Section Chief (meeting facilitator)
Opening Remarks Prioritize and Set Restoration Objectives Prioritized areas for restoration Acceptable ETORs	EOC Commander	EOC Commander
Review and Establish Safety Message Safety Plan Process for collecting safety data from field for incident	Safety Officer	Safety Officer
Current Situation Update Customers affected Status of EOC Open Emergency Centers Establish Branch and Division Areas Geographic Divisions Damage Modeling Results Specify Resource Need Acceptable ETOR XX time will require XX resources GAS Acceptable ETOR XX time will require XX resources Electric Specialty Crews needed: Type and #	Current Situation	Planning Chief
Incident Status/ Update Overall situation Electric: Damage Assessment/ETOR Transmission & Distribution Gas: Damage Assessment/ ETOR Transmission & Distribution IT: Damage Assessment/ETOR Power Generation: Damage Assessment/ETOR	Current Operation	Operations Section Chief

Specific Program Areas to Report On	Topic	Reporting
Identify Logistical Issues and Concerns Base Camps Staging Sites Crew Movement Security Facilities- PG&E Owned Emergency Centers Review Communication and Transportation Plans • IT/TCOMM issues/needs • Medical Plan review of Base Camps • Transportation Plan- road closures and status of highways and emergency routes • Highway Escort issues Employee Communication: Notified Status and known issues	Logistical Support Services and ordering status	Logistics Section Chief
Public Information Issues Media PGE.com	Corporate Relations	Public Information Officer
Customer issues.	Customer Care	Customer Strategy Officer
External organization coordination.	Liaison & Regulatory Operations & Engagement	Liaison Officer
Review Financial Status and Implications Costs to date Emergency Orders & proper billing codes	Finance and Administration Chief	Finance Section Chief
Finalize and Approve the Final Plan	All section Chiefs give verbal approval and to support the plan	ALL Section Chiefs
Closing Comments	EOC Commander	EOC Commander
Adjourn Summary Next meeting time/location		Planning Section Chief

E.8 Operations Period Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Operations Period Briefing	Twice Daily At the start of each operational ~1 hour prior to shift change	The Operations Period Briefing is conducted at the beginning of each operational period and presents the IAP to supervisors of tactical resources.	Planning Section Chief	**Command** - Provides guidance and clarification • Provides leadership presence and motivational remarks **Operations** • Provides Operations Briefing for the next operational period Ensures ICS 204 tasking is clear **Planning** • Sets up briefing area • Facilitates Command and General Staff and other attendee briefing responsibilities • Resolves questions • Explains support plans as needed **Logistics** • Briefs security, environmental, facilities, transportation, supply and field support (base camp, staging area or micro site) issues **Finance / Admin** • Briefs administrative issues and provides financial report **Staff** • Operations, Logistics, Safety, Public Information and inter-agency and intelligence issues	IC/UC, Command and General Staff, Branch Directors, Division Supervisors, Task Force/Strike Team Leaders, Unit Leaders and others, as appropriate

E.9 Special Purpose Meetings

Special Purpose meetings are most applicable to larger incidents requiring an operational period planning cycle but may also be useful during the initial response phase.

E.9.1 Business Management

This meeting is used to develop and update the Business Management Plan for finance and logistical support. The agenda could include documentation issues, cost sharing, cost analysis, finance requirements, resource procurement and financial summary data.

Attendees normally include the Finance/Administration Section Chief (FSC), Cost Unit Leader (COST), Procurement Unit Leader (PROC), Logistics Section Chief (LSC), Situation Unit Leader (SITL) and Documentation Unit Leader (DOCL).

E.9.2 Agency Representative

This meeting is held to update agency representatives (AREPs) and ensure that they can support the IAP. It is conducted by the Liaison Officer (LNO) and attended by AREPs. The meeting is most appropriately held shortly after the Planning meeting to present the IAP for the next operational period. It allows for minor changes should the plan not meet the expectations of the AREPs.

E.9.3 Media Briefing

This meeting may be conducted at a field location. The purpose is to brief the media and the public on the most current and accurate facts. The briefing is set up by the PIO, moderated by an IC/UC spokesperson and features selected spokespersons. Spokespersons should be prepared by the Public Information Office to address anticipated issues. The briefing should be well planned, organized and scheduled to meet the media's needs.

E.9.4 Demobilization Planning

This meeting is held to gather demobilization functional requirements from Command and General Staff. Functional requirements include safety, logistics, fiscal considerations and release priorities that would be addressed in the plan. The DMOB then prepares a draft Demobilization Plan to include the functional requirements and distributes to the Command and General Staff for review and comment.

Attendees normally include Command, Operations, Planning, Logistics and Finance Section Chiefs, LNO, SO, Intelligence Officer, PIO and Demobilization Unit Leader (DMOB).

E.9.5 Public Meetings

Public meetings are held to communicate with the public the progress being made and other important information to keep them informed and understanding the operations and management of the incident.

Appendix F. Reports, Forms, Checklists and Tools

Templates, forms, checklists and other emergency team tools can be found within subfolders on the Emergency Operations Center (sharepoint.com) site Information is available for the following areas:

- EOC Training
- PSPS Training and Guidance Documents
- Roles and Responsibilities (includes Position Guides / Checklists)
- Coordination Center Positions and Tools (includes Position Checklists)
- EOC Tech-down Procedures
- ICS Forms
- Documentation Resources

Table 11-5 provides a list of forms available for use as required during EOC activations.

Table 11-5: ICS Forms

EOC Form Name (ICS form name if different)	ICS Form Number	Prepared By
EOC Action Plan Workbook Blank Template		Planning Documentation Unit
EOC Action Plan Workbook Maps		Planning Documentation Unit
EOC Action Plan Workbook with Forms		Planning Documentation Unit
EOC Activation Checklist		EOC Manager and EOC Admin
EOC Deactivation Checklist		EOC Manager and EOC Admin
Initial Incident Briefing and Action Plan (becomes the Initial Action Plan)	201	EOC Commander
Incident Objectives	202	Planning Section Chief
EOC Organization List (Organization Alignment List)	203	Resources Unit Leader
Assignment List	204	Resources Unit Lead & Operations Section Chief
Communications	205A	Communications Unit Leader
Medical Plan	206	Safety Officer
Organization Chart	207	Resources Unit Leader
Check In and Out Log (Check-in List)	211	Resources Unit / Check-in Recorder
General Message	213	Any message originator
Unit Log	214	All staff
Operational Planning Worksheet	215	Chief
Incident Safety Analysis (Hazard Risk Analysis Worksheet)	215A	Operations Sections Chief and Safety Officer

EOC Form Name (ICS form name if different)	ICS Form Number	Prepared By
Air Operations Summary	220	Operations Section Chief or Air Branch Chief
Daily Meeting Schedule	230	Planning Documentation Unit
EOC Report Schedule	230A	Planning Documentation Unit

F.1 ICS 201 – Initial Briefing and Incident Action Plan

An Incident Action Plan (IAP) or EOC Action Plan—both using ICS Form 201—is completed at the start of an incident and for each subsequent operational period.

The initial IAP / EOC Action Plan is streamlined and contains essential information. The initial plan is issued as close to the start of the incident as possible to provide critical incident and contact information to the EOC, Electric RECs, GEC and OECs (depending on the activation level).

Plans for Operational Period 2 and beyond are more detailed and are issued according to the agreed-upon report schedule. IAPs are generally approved and distributed at the start of an Operational Period.

F.1.1 Preparation and Approval

For incidents of shorter duration, the Incident Action Plan (IAP) or EOC Action Plan is developed by the IC and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity will not require the formal planning process.

The IAP is developed immediately following the Planning meeting. The Planning Section Chief assigns the deadlines for products such as the IAP. A written IAP should be considered whenever:

- Two or more OECs are involved in the response
- The incident continues into the next operational period
- A number of ICS organizational elements are activated (typically, when General Staff Sections are staffed)
- It is required by PG&E policy
- A hazmat incident is involved

The following sections and roles will participate in the IAP development process:

Command

☐ Reviews, approves and signs the IAP

Operations

- ☐ Provides required information for inclusion into the IAP
- ☐ Works with Planning to ensure that the chart and ICS 204(s) are complete

Planning

- ☐ Facilitates the gathering of required documents and assembles the IAP
- ☐ Reviews the IAP for completeness
- ☐ Provides completed IAP to IC/UC for review/approval
- ☐ Makes sufficient copies of the IAP
- ☐ Distributes IAP to appropriate team members and files the original

Logistics

- ☐ Reviews Logistics Section products for completeness (ICS 218, etc.)
- ☐ Provides logistics information for IAP
- ☐ Verifies resources ordered/status

Finance/Admin

- ☐ Verifies financial and administrative requirements for IAP

F.2 Initial Incident Action Plan (IAP) / EOC Action Plan

PG&E EOC Initial Briefing includes PG&E versions of the ICS 201 Initial Briefing form, ICS 208 Safety Message, ICS 230 and 230A Meeting and Reports Schedules, respectively. It is appended below or can be downloaded from EOC Action Plan Workbook Template and ICS Forms.

Brief Description of the Event	
Operational Period Objectives	
1	
2	
3	
4	

Weather Forecast				
- Link to DSO weather forecast and SOPP Model: http://weather/dso/				
Activated	**Emergency Center**	**Internal**	**External**	**Address**
☐	EOC	See ICS 203	See ICS 203	[redacted]
☐	AEOC	See ICS 203	See ICS 203	
☐	HAWC	[redacted]		
☐	ETEC			
☐	STOEC			
☐	MTCC			
☐	ITCC			
☐	HRCC	HRCCWatch	HRCCWatch	
☐	GEC	[redacted]		
☐	CCECC			
☐	FCC logistics			
☐	**BAY AREA REC**			
☐	Diablo			
☐	East Bay			
☐	Mission			
☐	Peninsula			
☐	San Francisco			
☐	**CENTRAL VALLEY REC**	N/A	N/A	
☐	Stockton	[redacted]		
☐	Yosemite			
☐	Fresno			
☐	Kern			
☐	**SOUTH BAY and CENTRAL COAST REC**			
☐	Central Coast (Santa Cruz)			
☐	San Jose			
☐	De Anza			
☐	Los Padres			

☐	**NORTH COAST REC**			
☐	Sonoma	[redacted]		
☐	North Bay			
☐	Humboldt			
☐	**NORTH VALLEY and SIERRA REC**			
☐	North Valley			
☐	Sacramento			
☐	Sierra			

EOC incident activations exceeding one operational period will follow the PG&E EOC Action Plan document format below.

F.2.1 PG&E EOC Action Plan

Operational Period #:

Insert incident picture here

Incident Name:		**OP#:**
Date Prepared: date	**Time Prepared:**	
Operational Period (Date / Time)		
Start Date: date	**Start Time:**	
End Date: date	**End Time:**	
Prepared By:	**Approved By:**	

Accompanying Documents

- ☐ ICS 202 (Incident Objectives)
- ☐ ICS 203 (EOC Organization list))
- ☐ ICS 204 (Assignment List)
- ☐ ICS 205A (Communications List)
- ☐ ICS 206 (Medical Plan EOC)
- ☐ ICS 207 (Organization Chart)
- ☐ ICS 208 (Safety Message)
- ☐ ICS 230 (EOC Meeting and Schedule)
- ☐ ICS 230A (EOC Report Schedule)
- ☐ Maps
- ☐ Weather Infrared Imagery and Radar

F.2.2 ICS 208 – EOC Safety Message

SAFETY MESSAGE	
Major Hazards and Risks	
•	
•	
•	
Narrative	
Prepared by:	**Approved by:**

F.3 ICS 230 – EOC Meeting Schedule

F.3.1 Operational, Period 1

Below is a sample meeting schedule for a Level 4/5 incident for Operational Period 1. The EOC meeting schedule and times change depending on the incident, especially during the first operational period. Note that the sample schedule below is for an operational period of 24 hours and two 12-hour shifts.

Meeting Schedule (commonly held meetings are included)					
Time	**Call / Meeting Name**	**Purpose**	**Facilitator**	**Attendees (EOC unless noted)**	**Call / Location**
Operational Period 1					
<< ENTER TIME>>	**Incident Occurs**				
<< ENTER TIME>>	**Geosciences or Cybersecurity Call**	Discuss incident and need to activate EOC.	Geosciences Director	VP, Electric Operations, Director, EP&R, Geosciences Director (for earthquake), Director of Cybersecurity (for cybersecurity incident)	Call
<< ENTER TIME>>	**Executive Briefing**	Functional area call where the VP Asset and Risk Management, Community Wildfire Safety Program informs the functional area (operating) executives about the incident, activation of the EOC and requests situational information for the next call.	Director, EP&R	Executive Team (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director, EP&R	Call
<< ENTER TIME>>	**EOC Objectives Meeting**	Review priorities, limitations and constraints. Create EOC objectives.	EOC Commander or Planning Section Chief	EOC Commander Planning and Operations Section Chiefs	EOC Exec Conference Room

Meeting Schedule (commonly held meetings are included)					
Time	**Call / Meeting Name**	**Purpose**	**Facilitator**	**Attendees (EOC unless noted)**	**Call / Location**
<< ENTER TIME>>	**EOC Initial Briefing**	Provide information on what we know so far, high-level objectives, activities and safety to the first shift.	EOC Commander, Safety Officer	EOC Staff	EOC (room 118)
<< ENTER TIME>>	**EOC Operational Update Call**	Share situation status, discuss limiting factors, critical resource needs, weather and safety. (Information will be used to later develop restoration strategies and to confirm objectives.)	Planning Section Chief	**Section Chiefs:** Planning, Operations, Logistics, Finance **Officers:** HR, Customer Strategy, Public Information **Commanders:** Electric REC ICs, SO&C GEC **Branch Directors/Unit Leaders:** Electric Distribution, Transmission/Substation, Power Generation, Sub / T-line, Resource Unit, Vegetation Management	Call
<< ENTER TIME>>	**EOC Command & General Staff Meeting**	Review information from Operational Update Call to validate objectives. IC gives direction to Command & General staff, including incident objectives and priorities.	Planning Section Chief	EOC Commander, Command & General Staff Situation Unit Leader Documentation Unit	EOC Exec Conference Room
<< ENTER TIME>>	**EOC Objectives Meeting**	Review priorities, limitations and constraints. Review EOC objectives **for the next operational period**.	EOC Commander or Planning Section Chief	EOC Commander Planning and Operations Section Chiefs	EOC Exec Conference Room

Meeting Schedule (commonly held meetings are included)					
Time	**Call / Meeting Name**	**Purpose**	**Facilitator**	**Attendees (EOC unless noted)**	**Call / Location**
<< ENTER TIME>>	**EOC Tactics Meeting**	Discuss crew and other resource needs for the next Operational Period. Develop/review primary and alternate strategies to meet Incident Objectives **for the next Operational Period.**	Operations Section Chief	**Section Chiefs:** Operations Planning Logistics **Unit Leaders:** Resource Management Advance Planning	EOC Operations Room
<< ENTER TIME>>	**EOC Logistics Call**	Logistics team discusses material and other resource **needs for the next Operational Period** to support tactics. (Not crew movement.)	Logistics Section Chief	Logistics: EOC, Electric REC/GEC, MTCC, Base Camp, Staging Area and Micro Site	Call
<< ENTER TIME>>	**EOC Planning Meeting**	Review status and finalize strategies and assignments to meet Incident Objectives for the next Operational Period.	Planning Section Chief	Determined by the IC/UC, e.g.: Planning Section Chief, Documentation Unit Leader, IC, Command & General Staff, Situation Unit Leader, Technical Specialists	EOC Exec Conference Room
<< ENTER TIME>>	**Executive Briefing**	PG&E is in a steady-state active restoration and response. This is a call where each functional unit provides a brief update of assessment, impact, limitations.	Director, EP&R	Executive Team, Director, EP&R	Call
<< ENTER TIME>>	**EOC Staff Briefing – Night Shift**	Provide objectives, activities and safety to next shift	EOC Commander, Safety Officer	EOC Staff	Main EOC Floor
<< ENTER TIME>>	**EOC Operational Update Call**	See above	See above	See above	Call
<< ENTER TIME>> next day (subject to change)	**EOC Validation Call**	Confirm if the plan is still valid or if changes still need to be made	Planning Section Chief	**Section Chiefs:** Operations, Planning, Logistics **Unit Leaders:** Resource Management Situation **Regions**: Electric REC ICs and Logistics Leads	Call

F.3.2 Operational Period 2 and Later

Meeting Schedule (commonly held meetings are included)					
Time	**Call / Meeting Name**	**Purpose**	**Facilitator**	**Attendees**	**Call / Location**
Steady State					
<< ENTER TIME>>	**Operational Period Begins**				
<< ENTER TIME>>	**EOC Operational Briefing – Day Shift**	Provide objectives, activities, and safety to next shift.	EOC Commander, Safety Officer	EOC Staff	EOC Main Room
<< ENTER TIME>>	**EOC Command Call & General Staff Meeting**	IC gives direction to Command & General staff, including incident objectives and priorities. This is also a call where each functional unit provides a brief update of assessment, impact, limitations.	Deputy EOC Commander	EOC Commander, Command Staff, General Staff Section Chiefs, Technical Specialists as needed and Documentation Unit; COMPANY LEADERSHIP optional	EOC Exec Conference Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	**EOC Operations Call**	Operations status, resource plan, mutual assistance.	Operations Section Chief	EOC Operations and Logistics; Regional ICs, System Operations, Restoration, Transmission, Substation	EOC Operations Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	Company Leadership **Call (Level 4/5)**	This is a Leadership) call where the executives are informed of the current situation and consulted with, as needed.	Director, EP&R	Executive Team members (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director, EP&R	EOC Exec Conference Room and Call <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	**EOC Supply Chain Logistics Call**	Logistics team discusses material and other resource needs for the next Operational Period	Logistics Section Chief	EOC Logistics, Electric REC and GEC Logistics,	EOC Meeting Room <<ENTER CONFERENCE CALL # AND CODE>>

Meeting Schedule (commonly held meetings are included)					
Time	**Call / Meeting Name**	**Purpose**	**Facilitator**	**Attendees**	**Call / Location**
		to support tactics. (Not crew movement.)		MTCC Logistics, Base Camp Logistics	
<< ENTER TIME>>	**EOC Objectives Meeting**	Review priorities, limitations and constraints. Review EOC objectives for the **next operational period**.	EOC Commander or Planning Section Chief	EOC Commander, Planning Section Chief, Operations Section Chief	EOC Exec Conference Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	**EOC Operations Call (can be combined with Tactics Meeting)**	Operations status, resource plan, mutual assistance.	Operations Section Chief	EOC Operations and Logistics; Regional ICs, System Operations, Restoration, Transmission, Substation	EOC Operations Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	**EOC Tactics Meeting**	Discuss crew and other resource needs for the next Operational Period. Develop/review primary and alternate strategies to meet Incident Objectives for the **next Operational Period**.	Operations Section Chief	EOC Staff: Operations Section Chief, Planning Section Chief, Logistics Section Chief, Resource Management Unit Leader, Advanced Planning Unit Leader	EOC Operations Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	**EOC Supply Chain Logistics Call**	Logistics team discusses material and other resource needs for the next Operational Period to support tactics. (Not crew movement.)	Logistics Section Chief	EOC Logistics, Electric REC and GEC Logistics, MTCC Logistics, Base Camp Logistics	EOC Meeting Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	**EOC Command Call & General Staff Meeting**	IC gives direction to Command & General staff, including incident objectives and priorities.	Deputy EOC Commander	EOC Commander, Command Staff, General Staff Section Chiefs, Technical Specialists as needed and Documentation Unit	EOC Exec Conference Room <<ENTER CONFERENCE CALL # AND CODE>>

Meeting Schedule (commonly held meetings are included)					
Time	**Call / Meeting Name**	**Purpose**	**Facilitator**	**Attendees**	**Call / Location**
<< ENTER TIME>>	**EOC Planning Meeting**	Review status and finalize strategies and assignments to meet Incident Objectives for the next Operational Period.	Planning Section Chief	Determined by the IC/UC. Often included: Planning Section Chief, IC, Command and General Staff, Situation Unit Leader, Documentation Unit Leader, Technical Specialists, as needed	EOC Exec Conference Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	**EOC Staff Briefing—Night Shift**	Provide objectives, activities, and safety to next shift.	EOC Commander, Safety Officer	EOC Staff	EOC Main Room
<< ENTER TIME>>	**Leadership Call (Level 4/5)**	This is a Leadership) call where the executives are informed of the current situation and consulted with, as needed.	Director, EP&R	Executive Team members (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director, EP&R	EOC Exec Conference Room and Call <<ENTER CONFERENCE CALL # AND CODE>>
Approved By:				**Date/Time:**	

F.4 ICS 230A – EOC Report Schedule

Sample EOC Report Schedule				
Date/Time	**Report Name**	**Purpose**	**Responsible**	**Send to**
As needed	**Summary Report**	Provides data on customers impacted, restored & remaining	Situation Unit Leader	EOC Command & General Staff
<< ENTER TIME>>	**Weather Forecast Sent**	Provide a snapshot in time of the current count & information	Technical Specialist – Weather	EO EOC Out
~ 1 hr. after activation	**Initial EOC Action Plan**	Contains objectives reflecting incident strategy, actions & supporting information for the next operational period	Documentation Unit Leader	EO EOC Out Gas South Out Gas North Out
<< ENTER TIME>>	**Restoration Work Plan Update Report**	Contains crew staffing plan for the next operational period	Advanced Planning Unit Leader	IC & Resource Management & Documentation Unit Leaders
<< ENTER TIME>>	**EOC Intelligence Summary Report**	Provides a snapshot in time of the current situation status	Situation Unit Leader	Documentation Unit Leader
<< ENTER TIME>>	**Weather Forecast Sent**	Provide a snapshot in time of the current information	Technical Specialist – Weather	EO EOC Out
<< ENTER TIME>>	**Restoration Work Plan (if there are significant changes)**	Contains updates, if any, to the crew staffing plan for next operational period	Advanced Planning Unit Leader	IC & Resource Management & Documentation Unit Leaders
<< ENTER TIME>>	**Draft EOC Action Plan for next Op Period**	Contains objectives reflecting incident strategy, actions, & supporting information for the next operational period	Documentation Unit Leader	IC & Planning Section Chief, Documentation Unit Leader
<< ENTER TIME>>	**EOC Intelligence Summary Report**	Provides a snapshot in time of the current situation status	Situation Unit Leader	Documentation Unit Leader
<< ENTER TIME>>	**EOC Action Plan Draft for next Op Period Approved**	Contains objectives reflecting incident strategy, actions, & supporting information for the next operational period	Documentation Unit Leader, IC, Planning Section Chief	IC, Planning Section Chief
<< ENTER TIME>>	**Weather Forecast Sent**	Provide a snapshot in time of the current count and information	Technical Specialist – Weather	EO EOC Out
<< ENTER TIME>>	**Final EOC Action Plan for Op Period Sent**	Contains objectives reflecting incident strategy, actions, & supporting information for the next operational period	Documentation Unit Leader	EO EOC Out Gas South Out Gas North Out
Approved by: (EOC Commander or Planning Section Chief)			**Date/Time:**	

Appendix G. Mobile Command Vehicles

A Mobile Command Vehicle (MCV) is a specialized vehicle that can be deployed to and stationed at the scene of an emergency for one or more days. The MCV can act as an incident command post (ICP) or an emergency center if warranted. MCVs help facilitate communication between response crews, command staff, and government agencies. Fleet Services (FS) and IT personnel work together to ensure that the MCVs operate properly.

FS personnel perform the following tasks

- Check and ensure that only properly licensed drivers are authorized to drive the MCV[53].
- Remain with the MCV until the emergency has ended or relieved by other TS personnel.
- Set up, take down, and mange performance of the generating equipment while the MCV is operating.

IT personnel perform the following tasks

- Operate and troubleshoot issues with MCV computers, communication, and peripheral equipment.

G.1.1 MCV Requests

G.1.2 During an Emergency Incident

To request an MCV during or in support of an impending emergency event, call (415) 330-2100.

G.1.3 Non-Emergency Incident

To request an MCV to support a non-emergency event such as emergency exercises, demonstrations, and public awareness events during non-emergency activations:

- Submit an online reservation at http://www/MCV/Reservations/Default.aspx MCV Site - Home (pge.com) **at least five working days before the event date.** If a reservation is needed in less than five working days from request to estimated deployment, requesters must call (415) 330-2100.

[53] California class "A" driver's license is required to drive a Commander and a California class "C" driver's license is required to drive a Sprinter.

- Non-emergency events may be canceled if vehicles need to be redeployed to respond to an emergency.

G.2 MCV Specifications

G.2.1 Type I MCV Commander

Commander's vehicle is shown in Figure ; specifications are listed in Table 11-6.

Figure 11-9: Commander Mobile Command Vehicle (MCV)

Table 11-6: Commander Specifications and Features

Category	Specifications / Features	
Vehicle ID	Fresno B26034	Davis B26034
Count	2	
Use	Medium - long duration incidents Personnel near the emergency site	
Length/Width/Height (L/W/H)	39' L 8.5' W (add 10' on passenger side for awning and slide-outs and add 5' on driver side for slide-outs) 13.6' H outside clearance needed: 7' H inside	
Fuel Capacity	80 gallons	
Run Time for Generator Under Full Load	96 hours (assuming full tank of fuel, when parked on level ground)	
Workstations	12 Dell laptops, docking stations, external keyboards and mice 1 Dell desktop, keyboard and mouse 7 H-P monitors	

Category	Specifications / Features
TVs and DVD Player	1 LCD television (42") 2 LCD televisions (32 ") 6 LCD televisions (26 ") 1 Blu-ray DVD player
Phones and Radios	12 Yealink Enterprise SIP-T20P VoIP phones 1 satellite phone 5 Verizon mobile phones 5 AT&T mobile phones 2 Kenwood radios 1 Tait radio Raytheon ACU 2000IP controller Wireless access point (WAP) 1 Polycom conference phone
Other	1 plotter 1 printer/scanner/fax 1 conference table 3 roof-mounted HVAC units 1 refrigerator 1 toilet 2 sinks

G.2.2 Type II Lieutenant (Lt.) MCV Commander

The Type II MCV Lieutenant (Lt.) Commander is a smaller version of the Commander (Figure); specification are listed in Table 11-7.

Figure 11-10: Type II Lieutenant MCV Commander

Table 11-7: Lieutenant Commander Specifications and Onboard Features

Category	Specifications / Features
Vehicle ID	B33896-SLO
Length/Width/Height (L/W/H)	30' L 8.5' W (add 10' on passenger side for awning and slide-outs and add 5' on driver side for slide-outs) 13.6' H outside clearance needed: 7' H inside
Fuel Capacity	80 gallons
Run Time for Generator Under Full Load	96 hours
Workstations	2 Dell laptops 5 monitors 1 Dell desktop
TVs and DirecTV Service	2 LCD televisions, one at the conference table and one mounted outside 3 LCD televisions (42", 32", and 24") DirectTV Service
Phones and Radios	10 Yealink VoIP phones 1 Iridium Integrated satellite phone 5 Verizon mobile phones 5 AT&T mobile phones 2 Kenwood VHF radios 2 Tait UHF radios Raytheon ACU 2000IP audit control unit 1 Wireless access point (WAP) 1 Verizon MiFi 1 AT&T MiFi 1 Polycom conference phone

Category	Specifications / Features
Other	1 plotter 1 printer/scanner/fax 1 conference table WTI Sidewinder HD PTZ Camera Wilson Cellular Amplifier 3 roof-mounted HVAC units 1 refrigerator 1 toilet 1 sink

G.2.3 Type III MCV Sprinter

Figure 11-11: Type III MCV Sprinter

Table 11-8: Sprinter Specifications and Features

Category	Specifications			
Vehicle ID	San Francisco B26036	Santa Rosa B26037	San Jose B26038	San Jose B26038
Count	4			
Use	short-duration incidents fewer capabilities than the Commander personnel near the emergency site			

Category	Specifications
Length/Width/Height	24' L 6.6' W (add 10' on passenger side for awning and add 10' on driver side for data and phone jacks) 10'6" H outside clearance needed (25' H outside clearance needed if deploying the cell/UHF antenna); 6.5' H inside
Fuel Capacity	26.4 gallons
Run Time for Generator under Full Load	48 hours (assuming full tank of fuel, when parked on level ground)
Workstations	2 laptops, external keyboards, mice and laptop stands 1 desktop, wireless keyboard and mouse 1 H-P LCD monitor
TVs	1 LCD television
Radios and Phones	5 Yealink Enterprise SIP-T20P VoIP phones 1 satellite phone 5 Verizon mobile phones 5 AT&T mobile phones 2 Kenwood radios 1 Tait radio Raytheon ACU 2000IP controller Wireless Access Point (WAP)
Other	1 plotter 1 printer/scanner/fax 1 roof-mounted HVAC unit

G.2.4 Emergency Communications Trailer MCV

Figure 11-12: Emergency Communications Trailer MCV

Table 11-9: Emergency Communications Trailer Specifications and Features

Category	Specifications			
Vehicle ID	Marysville B24599	Santa Rosa B27825	Salinas B27824	Stockton B24600
Count	3			
Radios and Phones	150 MHz repeaters/radios 450 MHz repeaters/radios Multi-band radio scanner Future expansion to cell or satellite communications			

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Appendix H. Phonetic Alphabet and 3-Way Communication

H.1 Phonetic Alphabet

What It Is

The phonetic alphabet specifies a word for each letter of the English alphabet. By using a word for each letter there is less chance that the person listening will confuse the letters. For example, some letters sound alike when spoken and can easily be confused, such as “D” and “B.” Using the phonetic alphabet, “Delta” and “Bravo” are more easily differentiated. The effects of noise, weak telephone or radio signals and an individual’s accent are reduced using the phonetic alphabet.

People use the phonetic alphabet and unit designators when describing unique identifiers for specific components. When the only distinguishing difference between two component labels is a single letter, then the phonetic alphabet form of the letter should be substituted for the distinguishing character. For example, 2UL-18L and 2UL-18F would be stated, “two UNIFORM LIMA eighteen LIMA” and “two UNIFORM LIMA eighteen FOXTROT.” Using the phonetic alphabet is unnecessary when using standard approved acronyms, such as “RHR” (residual heat removal).

When communicating operational information important to safety, people can use key words to convey specific meanings. For instance, individuals use the term “STOP” to terminate, immediately, any action or activity to avoid harm. “CORRECT” confirms understanding. “WRONG” conveys an incorrect understanding of the meaning of the intended message. Similarly, other words can be reserved for special meanings related to the organization’s operational activities.

Why It Is Important

Several letters in the English language sound alike and can be confused in stressful or noisy situations.

When to Apply

- When communicating alphanumeric information related to plant equipment noun names
- When the sender or receiver might misunderstand, such as sound-alike systems, high noise areas, or poor reception during radio or telephone communications

How to Do It

Letter	Word	Letter	Word	Letter	Word	Letter	Word
A	Alpha	H	Hotel	O	Oscar	V	Victor
B	Bravo	I	India	P	Papa	W	Whiskey
C	Charlie	J	Juliet	Q	Quebec	X	X-ray
D	Delta	K	Kilo	R	Romeo	Y	Yankee
E	Echo	L	Lima	S	Sierra	Z	Zulu
F	Foxtrot	M	Mike	T	Tango		
G	Golf	N	November	U	Uniform		

Coaching Tips

Observers should coach on the following attributes if they are not adequately demonstrated:

- Use phonetics for equipment labels, channels, safeguard trains or electrical phases
- Use specific or standard terms and avoid slang terminology
- Use a standard list of accepted acronyms and abbreviations
- Avoid similar-sounding words that have different meanings, (e.g., increase and decrease)
- Avoid using phonetic words other than those designated

H.2 Three-Way Communication

What It Is

The three-way communication technique is a human performance tool that helps ensure personal and public safety by promoting a reliable transfer of information and understanding, with the goal of ensuring the correct action (State, Repeat, Confirm). The person originating the communication is the sender and is responsible for enunciating and verifying that the receiver understands the message, as intended. The receiver restates or paraphrases his understanding of the message and repeats it back to the speaker for verification. The sender acknowledges that what the receiver heard and restated is correct.

For example: first, the sender gets the attention of the receiver and clearly states the message. Second, the receiver repeats the message in a paraphrased form, which helps the sender know if the receiver understands the message. The receiver restates equipment-related information exactly as spoken by the sender. Third, the sender confirms the message is properly understood or corrects the receiver and restates the message.

The weakest link of a communication is often the third leg because the sender may assume the receiver heard the message. If unclear, the receiver should ask for clarification, confirmation, or repetition of the message. If practical, it is helpful to support three-way communication with other information aids, such as procedures, work packages and indicators.

Why It Is Important

Three-way communication is used to promote a reliable transfer of information and understanding, with the goal of helping to ensure correct action.

When to Apply

Consider using three-way communication in verbal conversations involving:

- Operation or alteration of plant equipment
- Condition of plant equipment or the value of an important parameter
- Performance of steps or actions using an approved procedure
- Task assignments that impact plant equipment or plant activities
- Safety of personnel, the environment, or the planet

Coaching Tips

Observers should coach on the following attributes if they are not adequately demonstrated:

- Sender uses the receiver's name to get receiver's attention
- Sender speaks facing the receiver or makes eye contact when it is practical to do so
- Sender takes responsibility for what is said and heard
- Sender and receiver state their names and locations when using a telephone or radio
- Sender waits to communicate with someone already engaged in another conversation
- Sender states a manageable amount of information in one message and uses several messages to convey multiple actions
- Sender provides enough information to allow the receiver to understand the message
- Sender verifies that receiver understood the message
- Receiver is not reluctant to ask for clarification of the message
- Receiver permits communication to complete before taking action
- Receiver writes the message on paper when there are more than two items to remember

- Receiver is only given information related to the immediate task
- Receiver is mentally focused with the task at hand
- Workers do not overuse the tool for non-operational communications
- Workers use three-way communication regardless of expediting the task
- Messages are stated loudly enough to be heard
- Workers enunciate words clearly
- Workers are cognizant of miscommunication conflicts that can develop between what is said (content) and how it is said (feelings)