Pacific Gas and Electric Company®

Company Emergency Response Plan (CERP)

[redacted]

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Editor's Notes:

Links have been verified as of November 19th, 2024.

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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
Throughout	[redacted]	Applied red color to all Operations Section organization charts.	6/17/24
Throughout	Various	Made edits to grammar, syntax, and context (to improve clarity). Moved or renamed sections to improve the flow of information and combine related topics. Updated and added document references, links, and job titles.	ongoing
1.2	[redacted]	Updated scope to reference ICS principles and planned events and incidents.	6/18/24
1.5		Added content re: PG&E Safety excellence Management System	7/3/24
1.6		Updated assumptions to include CERP applicability to planned events and incidents and included a reference to CRR correlation and the Threat and Hazard Identification and Risk Assessment (THIRA). Added clarifying content unifying Lean principles and ICS.	10/8/24
1.6.1		Updated assumptions to include CERP applicability to planned events and incidents and included a reference to CRR correlation and the Threat and Hazard Identification and Risk Assessment (THIRA).	6/18/24
1.6.2		Added Data Modeling and Planning Strategies	7/2/24
1.6.3		Updated the AFN definition.	10/22/24

Section	Person Responsible for Revision	Change	Date
1.6.5	[redacted]	Changed section title from "PG&E's Emergency Response Priorities" to "Risk Identification and Reduction" and updated the content.	10/24/24
1.7		Included PG&E's use of SEMS ICS and updated general planning assumptions.	7/2/24
1.8		Created a new section to define the CERP work categories.	7/26/24
1.10		Added content supporting the regulatory requirements to PG&E for emergency planning, G.O. 112F and 49 CFR § 192.615 and clarifying clause for G.O. 166.	10/24/24
2.4		Added references to and introduction and purpose detail from EMER-3003M-Gas Emergency Response Plan.	7/25/24
2.7.3 and 2.7.4		Made corrections and explained that the Gas Response Operations team oversees Gas Operation's incident preparedness and response programs.	11/26/2024
2.10		Updated IMT content for Electric and created a new subsection for Power Generation.	11/18/24
Figure 3-1		Updated and added Incident Management Team under Gas Operations	11/26/2024
3.2.2		Additional language added to explain how the EOC may be activated in a notice event (PSPS event) differently than a "no-notice event.".	10/24/24
3.3.1		Noted potential scaled operations from field to DSR, OEC, and REC levels.	6/17/24
3.3		Removed "Incident/Event Plan Integration and Support" subsection. Followed Section 2 in v.9.	6/17/24
3.5.7		Detail added explaining how coworkers will administratively address debris in the field.	3/25/24
4.3		Added clarification regarding chair of CIMC.	10/24/24
4.4.5		Added how the company manages presented donations for disaster victims or their communities.	7/25/24
4.5.3		Updated the Contact Service Centers and PG&E Website information.	11/1/2024
5.2.2		Moved HAWC content to this location and added new content regarding the Live Incident Dashboard	7/17/24

Section	Person Responsible for Revision	Change	Date
5.2.2.1	[redacted]	Added EMER-3002M-Electric Annex LID content and clarified PSIP information.	7/17/24
5.2.3		Added SIPT APBD reporting content consistent with EMER-3002M-Electric Annex.	3/25/24
5.3.5.1		Rewrote the section to align with the PSPS Standard and Annex (Minimum Fire Potential Conditions).	10/24/24
5.5.1		Updated DASH content to include reference to 60–90-minute report period and magnitude 5.0 or greater events.	7/30/24
5.5.2		Added DSO SOPP model output content.	4/9/24
5.5.5		Added OPW model information.	7/10/24
6		Created a new section, “After-Action Reporting” addressing hotwashes and AARs.	7/2/24
7.2		Updated the definition of Operational Areas	11/13/2024
7.4.3		Deleted reference to ‘EOC Support’ position. Section reference is to v.9 CERP outline	5/29/24
8.1		Added new subsection “EOC Response and Operations Team”.	7/2/24
8.2.1		Added PSPS OIC subsection. FA rewrote the paragraph to align with the PSPS Annex's Section 3.2.1, Officer-in-Charge (OIC).	6/17/24
8.2.4		This section has been updated to relate to PG&E’s use of the safety officer.	10/18/24
8.3.5		Updates to Veg Management Branch content by FA.	10/22/24
8.5.6		Updated Technical Specialist header to reflect PSC direct report relationship and move the content to the end of the section.	5/29/24
8.5.6		New unit description content. Removed Technical Specialists from Documentation Unit as they report directly to PSC now reflected in 7.5.6. Also, deleted “DMS/OMT” from “IT Tech Specialist” bullet.	5/29/24
8.5.6		FA changed title to "PSPS Technical Lead” to “PSPS Scoping Specialist” to better align with their systems.	10/24/24

Section	Person Responsible for Revision	Change	Date
8.6	[redacted]	Made multiple moves to properly organize the units that comprise the branches within Logistics.	10/23/24
8.7		Added content to reflect positions that comprise the EOC F&A Section.	10/15/24
8.7.1		Added content to build out the functions of the HR Unit.	11/30/24
9.3		Updated the subsection. Added reference to 3005S Emergency Field Site Request and Approval Standard and removed the duplicate information.	10/23/24
9.4		Added references to EMER-4010S Mobile Command Vehicle Standard and TRAN-3040M MCV Management and Deployment and removed the duplicate information.	10/31/24
9.5		Created a new Customer Support Unit section.	10/24/24
9.6		Added new content for the HERD units	11/6/2024
9.3		Added content to refine the discussion around Operational Areas and the five levels of SEMS.	10/22/24
9.4.2.1		Moved Cal OES content to this location and added section CUEA.	7/12/24
9.6.9		Added section Bureau of Land Management.	7/31/24
10.1		Reorganized and rewrote industry content to better seat CUEA context to other utilities.	11/4/24
10.5		Moved Stafford Act content to FEMA since that is the implementing agency and simplified opening paragraph to a general introduction to federal support and coordination.	11/15/2024
Appendix F		Removed table of EOC forms.	7/30/24
Table 2-1		Added People element.	10/10/24
Table 5-1		Updated PSPS weather impact considerations.	10/24/24
Table 8-1		Deleted table line denoting officers.	10/22/24
Table 9-1		Updated ITCC section of table, revising first and last bullet in ITCC section.	11/05/2024
Table 11-1		Made changes to the units to align to current PG&E practice.	10/21/24
Figure 5-4		Changed 20–30-minute arrow to 60-90 minutes.	7/31/24

Section	Person Responsible for Revision	Change	Date
Figure 8-6	[redacted]	Revised Logistics Org Chart to reflect ICS style of org charts	11/12/24

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-2003S	EOC Activation After-Action Report (AAR) Process Standard
EMER-2004S	EOC Documentation Standard
EMER-2502M	Integrated Preparedness Plan (IPP)
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-4010S	Mobile Command Vehicle Standard
EMER-4501S	Electric Incident Management Team Standard
EMER-4510S	Operations Emergency Center (OEC) Activation Requirements,
SAFE-5000M	PG&E Safety Excellence Management System Manual
RISK-5001S	Enterprise and Operational Risk Management Standard
RISK-5001P-01	Enterprise and Operational Risk Management Procedure
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
EMER-7001P-02	CSU Ford Transit Operating Procedure
EMER-7001P-03	All Hazards Life Agent Outbound Call Procedure

Document Number	Title
EMER-7001P-04	All Hazards Access and Functional Needs (AFN) Customer Support Procedure
EMER-7001P-05	All Hazards Community Resource Center (CRC) Deployment Procedures
EMER-7001P-06	All Hazard Medical Baseline Customer Doorbell Rings Procedure
EMER-4102S	Preventing and Mitigating Fires While Performing PG&E Work
TD-2060S	Emergency Electric Corrective Documentation Standard
TD-2060P-01	Routine Emergency – Emergency Estimate Required
TD-2060P-01-F01	Electric Emergency Construction Package
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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Gas System Operations		
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Modify Reviewers/Approvers

Approvers	
[redacted]	Approved on 11/26/2024 9:18:34 AM
Gibson, Angelina	Approved on 11/29/2024 4:28:46 PM

CERP Change Request Form

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

Plan Maintenance

Emergency Preparedness and Response (EP&R) is responsible for maintaining the CERP and has delegated this to EP&R Strategy and Execution (SE). EP&R SE works with subject matter experts (SMEs) from across the enterprise to update the plan.

The CERP and functional and hazard-specific annexes are annually reviewed and approved in compliance with EMER-2001S Company Emergency Response Plans Standard, and published on the EMER Guidance Document Library (GDL) site.

An interim update to the CERP can be initiated by completing an online change request. EP&R may publish a bulletin to the CERP to communicate significant changes. 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. Once bulletin content is communicated, EP&R will publish the bulletin under the CERP in the EMER GDL and include the content in the next CERP update. Refer to EMER-2001S Company Emergency Response Plans Standard for more information and definitions of minor and major revisions.

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, 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".

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

- 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 update the Cybersecurity Annex.

1 Introduction

1.1 Purpose

Designed to enable the safe, efficient, and coordinated response to all-hazard emergency incidents affecting gas and electric generation, distribution, transmission, and storage, the CERP is PG&E's primary emergency operations plan.

The CERP and its annexes cover the following key operational 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).

Refer to EMER-2001S Company Emergency Response Plans Standard for more information.

1.2 Scope

The CERP is PG&E's all-hazards emergency operations plan and provides a framework and concept of operations for emergent, limited to no-notice requirements not covered under existing company standards and procedures. PG&E's emergency preparedness applies to any natural disaster (e.g., fires, floods, storms, and earthquakes) or human-caused events (e.g., terrorist acts and cyberattacks) threatening life and property or requiring immediate actions to protect or restore service or critical business functions.

Emergency incidents require a high level of coordination subsequent to impact to acquire, allocate, and deliver resources to areas of greatest need. PG&E planned events rely on modeled impacts to allow acquiring, allocating, and assigning resources in advance of the impact or need.

1.3 PG&E's True North Strategy

The CERP is aligned with PG&E's purpose, virtues, and stands, and is part of the PG&E True North Strategy that is PG&E's ten-year roadmap designed around three core components (i.e., customers, energy systems, and foundational capabilities) and is connected to our "Purpose, Virtues, and Stands".

1.4 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.

1.5 PG&E Safety Excellence Management System

Consistent with PG&E's Safety Excellence Management System (M) Manual (SAFE-5000M), PG&E emergency management plans and response capabilities exist to protect people, respond to emergencies, and communicate with stakeholders effectively. Specifically, emergency plans identify procedures, resources, and training necessary for effective response to foreseeable emergencies and non-routine tasks. Emergency response is established, tested, and maintained through following tasks:

- Identify credible emergency scenarios across the enterprise.
- Prepare relevant scenario, risk-based emergency plans.
- Define and communicate incident or even organization structure, including roles and responsibilities.
- Conduct periodic drills and exercises regularly.
- Incorporate lessons learned from previous incidents, events, and exercises into plans.
- Identify equipment, facilities, and trained workforce needed for emergency response.

1.6 Emergency Planning Assumptions and Hazards

PG&E uses the Incident Command System (ICS), a component of California's Standardized Emergency Management System (SEMS), to enable the rapid expansion and contraction of its incident and event management.

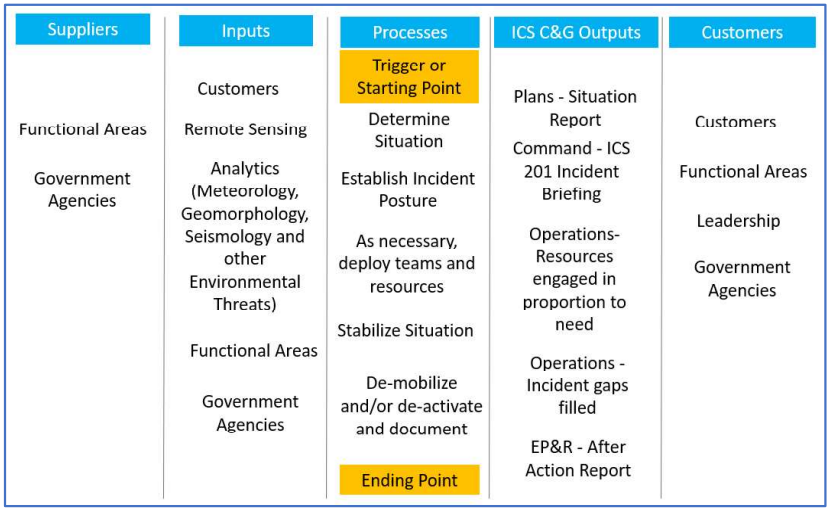
Adopted throughout the United States, ICS is a standardized work management structure for incident or event operations and its key principles include[1]:

- Modular organization
- Unified command
- Multi-agency coordination
- Span of control
- Common terminology
- Action planning
- Comprehensive resource management
- Integrated communications
- Pre-designated facilities

When ICS was first developed, it incorporated business management concepts to drive efficiency, especially the accountability of coworkers, management of resources, and cost control. These concepts are also considerations of Lean Six Sigma.

Lean Six Sigma uses a systematic framework for analyzing a process's fundamental components called Suppliers, Inputs, Process, Outputs and Customers (SIPOC). SIPOC streamlines workflows, identify and solve problems, and remove wasteful activities. While incidents and events may have differences, there are common incident/event management process points for Incident Command System (ICS) Command and General Staff at all PG&E operational levels (i.e., field, division, region, or EOC), that can correspond to Lean and leverage SIPOC (ECI Client Portal - SIPOC (sharepoint.com).

Figure 1-1: ICS Command & General Staff Suppliers, Inputs, Processes, Outputs, and Customers



[1] SEMS Guidelines System Description Section A & B and National Incident Management System (NIMS) Document December 2008

1.6.1 General Planning Assumptions

CERP incident and event assumptions include:

- Need for organizational flexibility when work requirements scale beyond existing PG&E division and regional capabilities
- Need for temporary organization capable of operating in parallel with normal PG&E chain of command relationships.
- Roles and responsibilities for planned event scoping
- Potential interruption of gas and electric service to protect life and property
- Life safety precedence over other considerations

1.6.2 Data Modeling and Planning Strategies

As part of the development of new hazard-specific CERP annexes, PG&E makes predictions on potential incidents that are beyond routine safety concerns and considers triggering criteria for the activation of its emergency 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 Level 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 12-1 for all five escalating levels of threats)

1.6.3 Access and Functional Needs (AFN)

PG&E understands the vulnerability of Access and Functional Needs (AFN) customers during emergencies and disasters. Cal OES defines AFN as individuals who are or have:

- Physical, developmental, or intellectual disabilities
- Chronic conditions or injuries
- Limited English proficiency
- Older adults
- Children
- Low income, homeless, and/or transportation disadvantaged (i.e., dependent on public transit)
- Pregnant women

1.6.4 PSPS Support for Vulnerable Customers

Particularly in PSPS events, PG&E understands the importance of identifying, educating, and making safety notifications to self-identified vulnerable customers. To determine the list of vulnerable customers and/or households for PSPS events, PG&E uses its internal databases (e.g., Customer Care and Billing [CC&B]). These customers are:

- Customers enrolled in the California Alternate Rates for Energy (CARE) program, Medical Baseline (MBL) program, or Family Electric Rate Assistance (FERA) program[2]
- 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, or live with a 65-year-old or older person
- Self-identified customers with a person using assistive technology or medical equipment in the household
- Customers who have selected to receive utility communications in a non-standard format (e.g., braille or large print)
- Customers who indicate a non-English language preference

In addition, PG&E developed the definition of “electricity dependent” in collaboration with the Joint Investor-Owned Utility (IOU) Statewide AFN Advisory Council. Electricity-dependent individuals are defined as being at an increased risk of harm to their health, safety, and independence during a PSPS, per the Statewide AFN Advisory Council. PG&E uses this to assist with resource planning and support during times of critical need. This includes, but is not limited to, the following:

- Medical and non-medical
- Behavioral, mental, and emotional health
- Mobility and movement
- Communication
- Individuals who require devices for health, safety, and independence

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

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

1.6.5 Hazard/Risk Identification and Reduction

PG&E emergency plans are risk-based and address relevant emergency scenarios. PG&E follows enterprise-level risk response strategies including acceptance, reduction, transference, and avoidance as described in RISK-5001P-01_Enterprise and Operational Risk Management Procedure.

PG&E's formal inventory of potential risks, the Enterprise and Operational Risk Management (EORM) coordinated Corporate Risk Registry (CRR LINK) minimizes 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
- Coworker safety incident
- Nuclear-core damaging event

To identify a threat/hazard, PG&E considers two key factors:

- The probability and consequence of a threat or hazard affecting the ability for the safe and reliable delivery of gas and electricity.
- The challenge presented by the impact of a threat or hazard if it occurs

PG&E EP&R 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.

Hazard planning scenarios derived from THIRA include wildfire, earthquake, extreme weather, excess heat, flooding, cyberattack, gas service failure/interruption, and uncontrolled water release due to a dam or levee failure. PG&E will be integrating additional hazard annexes to address additional hazards identified during the development of the THIRA.

1.7 Emergency Response and Planning Priorities

At PG&E, 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 emergency response 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 (SEMS), and Incident Command System (ICS) principles

1.8 CERP Work Categories

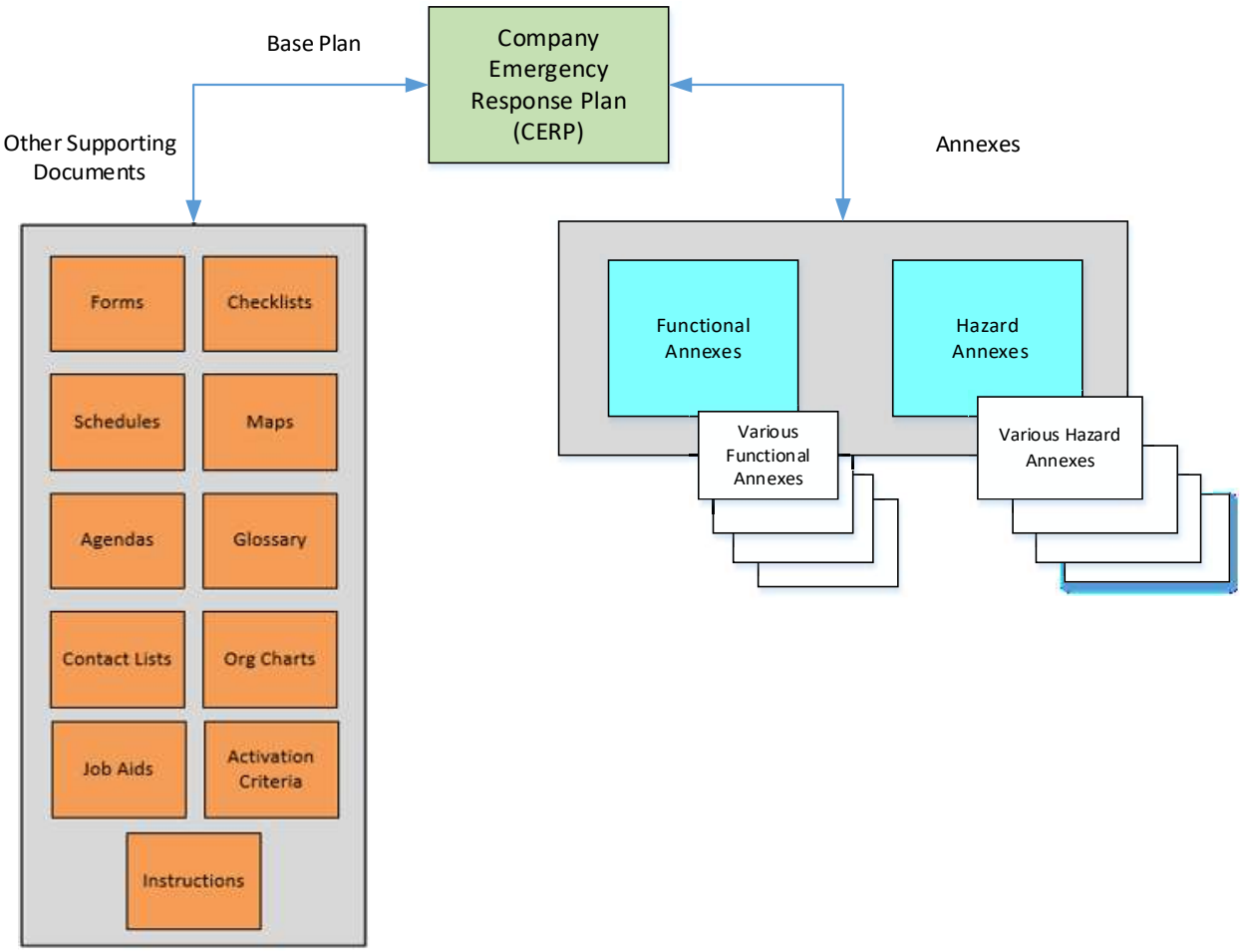
CERP and/or annex work categories include planned events, natural phenomena, and deliberate offensive or destructive acts as defined below:

- Planned events include PSPS, high attendance sporting events, national and international conferences (e.g., Asian Pacific Economic) or conventions, or other large-scale public gatherings.
- Natural phenomena include occurrences such as storms, floods, wildfires, and earthquakes that affect PG&E power generation, gas and electric transmission and distribution, and storage facilities.
- Deliberate offensive or destructive acts that compromise PG&E power generation, gas and electric transmission and distribution, and storage facilities or threats of the same.

1.9 Document Organization and Annexes

The CERP consists of a base plan, annexes, and supporting documents (Figure 1-2). The base plan is applicable companywide and is generally referred to as "the CERP". Annexes are detailed emergency response plans for specific operations, functions, or hazards, and are organized into two categories: functional annexes and hazard annexes. Electric Annex is a functional annex, whereas PG&E's Wildfire Annex is a hazard annex. Annexes are also reviewed annually and are structured similarly to the CERP. Refer to Company Emergency Response Plans Standard (EMER-2001S).

Figure 1-2: CERP Base Plan



1.10 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 requirements of 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,"[3] which cites federal regulation 49 CFR § 192.615, "Transportation of Natural and Other Gas by Pipeline: Minimum Federal Safety Standards: Operation - Emergency Plans"[4]

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 in compliance with Standard 11 of G.O.166.

[3] G.O.112-F states that "All Gas utilities shall use, at a minimum, the 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, use http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M163/K327/163327660.PDF.

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

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2 Company Overview

2.1 PG&E 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

- Coworkers[5]: 35,903
- Circuit miles of electric distribution lines: 106,681[6]
- Circuit miles of electric transmission lines: 19,086[7]
- Miles of gas distribution pipelines: 44,224[8]
- Miles of gas transmission pipelines: 6,425[9]
- Powerhouses in hydroelectric system: 67
- Reservoirs in hydroelectric system: 120

Customers[10]

- Approximately 5.5M electric customers (accounts)
- Approximately 4.7M natural gas customers (accounts)[11]

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 strategic

[5] Employee, contractors, 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)

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

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

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

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

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

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

management. The major work streams are spread across the PG&E Utility and the Office of the CEO 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 & Commercial Contracts, Legal Operations & Claims, Corporate Governance, Information & Records Governance, Risk and Compliance, and Corporate Compliance & Government Oversight.
Finance	Responsible for Business and Performance Management, Treasury, Internal Audit, Tax, Investor Relations, Business Finance & 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, and Central Coast), Enterprise Lean Office, and Marketing & Communications.
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, Data and Analytics, Products & Enterprise Platforms, Enterprise Strategy & Architecture, IT Asset & Cyber Risk Management, Corporate Security, and Application and Infrastructure Services.
Engineering, Planning & Strategy	Responsible for Electric Engineering, Gas Engineering, Energy Policy & Procurement, Utility Partnership & Innovation, 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 & Analytics, Supply Chain Responsibility, and Supplier Quality Assurance.
Corporate Affairs	Responsible for Federal Affairs, State Affairs, Regulatory Affairs, Local Affairs, and Corporate Sustainability.
People	Responsible for Coworker Relations, Talent, Culture, & People, and Rewards, Benefits, & Compensation.

2.3 PG&E Regional Service Model

PG&E Regional Service Model regions are designed to accomplish the following:

- 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.

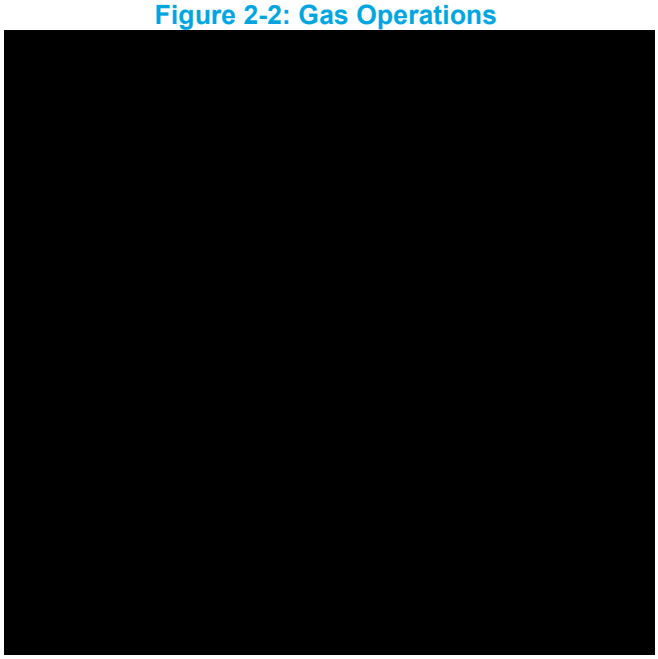
Figure 2-1: Regional Service Model Regions

Detailed region maps showing cities and county borders are available in [Regional Service –Model - Home (sharepoint.com)].

2.4 Gas Operations

PG&E Gas Operations includes transmission, distribution, storage, and the Gas Control Center (GCC). See Appendix B for a larger map.

Figure 2-2: Gas Operations



Transmission

- 7 Transmission field service areas15F17F12
- 12 Transmission districts
- About 6,700 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 three underground and other third-party owned natural gas storage facilities
- Feeds the distribution system directly

Distribution

- Distribution regions – North and South
- 18 distribution divisions
- About 43,000 miles of distribution pipeline

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

Storage

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

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)

2.5 Electric Operations and the CERP Electric Annex

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

- Electric Transmission and Substation
- Electric Distribution

2.5.1 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.

Figure 2-3: Electric Transmission Regions

Electric Transmission assets include:

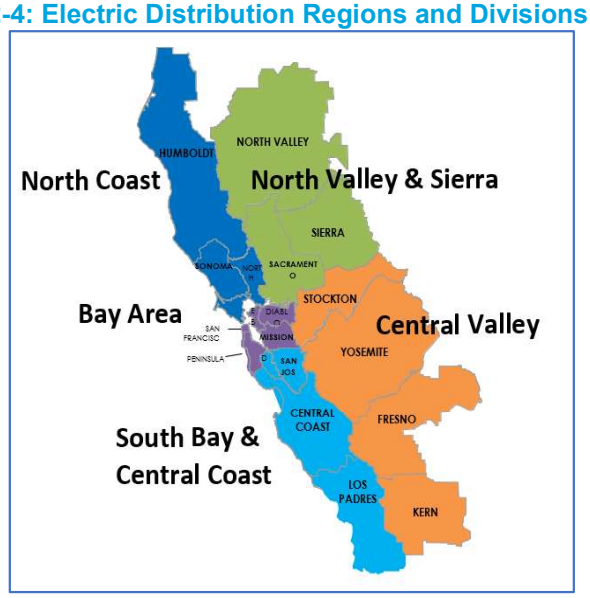
- 19,086 Transmission circuit miles (60kV to 500kV)18F[13]
- 107 Transmission substations
- 2 Transmission Control Centers14F19F[14]

[redacted]

2.5.2 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, Central Valley, and South Bay & Central Coast. Electric Distribution works throughout the service territory in 19 divisions and 37 districts.

Figure 2-4: Electric Distribution Regions and Divisions



[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.

Electric Distribution assets include:

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

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

2.5.3 Power Generation

Power Generation business consists of hydroelectric, fossil, and solar generation.[17]

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

Hydro Generation

- About 3,800 megawatts of generation from 21 FERC Project Licenses
- 61 powerhouses with:
  - 105 generating units
  - 170 dams
  - 173 miles of canals

[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.

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

- 132 miles of tunnels
- 65 miles of pipe (penstocks, siphons, and low head pipes)
- 43 miles of flumes
- 4 miles of natural waterways

Fossil Generation

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

Additional details on Power Generation's asset portfolio are on the About Power Generation (pge.com) site.

2.5.4 Nuclear

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

Figure 2-6: Nuclear Generation

DCPP includes [18]

- 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).

2.6 Customers

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.

2.6.1 Critical Customers

Critical customers fall into three key categories:

- 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.
- Critical Customer 2 (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:

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

- 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.

2.7 PG&E Emergency Preparedness Departments

The PG&E emergency management structure includes dedicated full-time and on-call coworkers. Other teams will stand up as needed.

The emergency response teams and certain work facilities, such as control centers, are PG&E departments and/or facilities that manage day-to-day FA operations and Level 1, some Level 2, and some Level 3 emergency incidents. They prepare for and support PG&E's emergency response.

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.

2.7.1 Wildfire, Emergency & Operations

PG&E's Wildfire, Emergency & Operations (WEO) oversees 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 Preparedness Operations, Enhanced Powerline Safety Settings (EPSS), Public Safety Power Shutoff (PSPS), Emergency Preparedness and Response (EP&R), Electric System Operations, and Emergency Field Operations. WEO partners with leaders in PG&E Operations and FAs to develop and recommend a strategic direction for emergency preparedness, emergency response, and public partnerships.

2.7.2 Emergency Preparedness and Response

Reporting to 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.

2.7.2.1 EP&R Strategy and Execution

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

- Support life safety planning across the enterprise.
- Develop corporate emergency strategy, preparedness, response, and business continuity policies, standards, and procedures.
- Maintain and promote PG&E's company-wide emergency response and business continuity plans.
- Support FAs and cross-functional teams to develop, review, and test functional and hazard-specific annexes, and business continuity plans (BCPs).
- Integrate Information Technology (IT) disaster recovery planning with emergency response planning to minimize or eliminate impacts to PG&E service delivery.
- Sponsor internal and external emergency preparedness events.
- Conduct annual company exercises and functional/hazard-specific exercises.
- Establish processes that are scalable to any hazard.
- Develop new technologies in the areas of damage modeling, earthquake early warning systems to identify and prioritize natural and human-caused hazards and risks.
- Partner with Corporate Security Department (CSD) to operate the LiveSafe application focused on coworker safety.
- Facilitate PG&E Lean Key Performance Indicator (KPI) Visual Management, Operating Reviews, Problem Solving, and Standard Work emergency management plays.

2.7.2.2 EP&R Response and Operations

The Response and Operations (R&O) subcomponent of EP&R is organized to cover EOC readiness along with elements of Prevention and Response. Core initiatives and projects implemented by EP&R R&O include:

- Maintain a dedicated team that prepares and responds to emergencies.
- Develop and implement tools, coworkers, and processes to be prepared for a large disaster.
- Maintain and promote PG&E's company-wide emergency response
- Support FAs and cross-functional teams to develop, review, and test functional and hazard-specific annexes, and business continuity plans (BCPs).

- Facilitate PG&E Lean Key Performance Indicator (KPI) Visual Management, Operating Reviews, Problem Solving, and Standard Work emergency management plays.

2.7.3 Emergency Field Operations

Reporting to the senior vice president of Wildfire, Emergency and Operations, PG&E's Emergency Field Operations organization is responsible for gas and electric emergency preparedness and response through Gas Response Operations Team and Electric Emergency Management Specialist teams, relationships with first-responder communities and counties through public safety specialists (PSS), and asset protection and wildfire response through the Safety Infrastructure Protection Teams.

2.7.3.1 Gas Emergency Preparedness

The Gas Response Operations team oversees Gas Operation's incident preparedness and response programs, including planning, training, conducting exercises, and responding to emergency incidents.

Gas Response Operations performs the following functions:

- Support EP&R Strategy and Execution (EP&R S&E) in their execution of EMER-6010S Gas Emergency Response Plan training, exercise, and evaluation, responds to emergency centers, supports gas incidents, Levels 2 through 5.
- Promote incident management doctrine and principles within Gas Operations.
- Support EP&R S&E with their maintenance of the Gas Emergency Response Plan (GERP).
- Support EP&R S&E with annual emergency response plan training and exercises.
- Facilitate the use of the PG&E Corrective Action Program (CAP) following gas incidents and exercises, which may include hot wash discussions and after-action reviews (AARs).
- Implement continuous improvement/corrective action items related to Gas Operations incident preparedness and response program (inclusively).
- Participate in industry benchmarking on emergency management solutions and best practices.
- Organize, train, and equip Gas Emergency Center and Incident Management teams.
- Support overall business continuity for Gas Operations.

In addition to the functions listed above, the Gas Response Operations 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 Emergency Preparedness Coordinators (EPCs) maintain 24/7/365 rotational on-call status for emergencies and respond to GECs and the EOC upon notification of a gas incident or emergency center activation. Electric Emergency Management

The Electric Emergency Management Specialist (EMS) team supports Electric Operation's incident preparedness and response programs, including planning, training, conducting exercises, and responding to emergency incidents.

- Promote ICS principles within Electric Operations.
- Support development and maintenance of the Electric Annex.
- Support EP&R S&E annual emergency response plan training and exercises.
- Facilitate the use of the PG&E Corrective Action Program (CAP) following electric incidents and exercises, which may include hot wash discussions, after-action reviews (AAR).
- Implement continuous improvement/corrective action items related to Electric Operations incident preparedness and response program (inclusively).
- Submit incident response plans annually to the California Public Utilities Commission (CPUC).
- Participate in industry benchmarking on Emergency Management solutions and best practices.
- Organize and support training of Electric emergency center teams and facilities.
- Support overall business continuity for electric operations.

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

2.7.4 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 is responsible for:

- Ensure a highly trained emergency response organization (ERO) is ready to respond.
- Prepare and update detailed emergency plans and procedures.
- Maintain 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.
- Coordinate emergency preparedness integration with local, state, and federal government agencies and EP&R.

2.7.5 Power Generation Emergency Preparedness

Power Generation Emergency Preparedness supports hydro, fossil, and solar generation and includes Generation O&M, EP&R Planning, and EP&R Training and Exercises. The team is responsible for the following:

- Maintain 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).
- Conduct annual training and exercises on emergency response plans.
- Support Power Generation coworkers during emergency incidents.

2.8 PG&E Emergency Management Organization

PG&E's Emergency Management Organization is comprised of PG&E 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 and includes the Deputy EOC Commander and Support Staff (see section 8.2, "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. In the EOC, sections are distinguished by the color of the vest worn while on duty. Other PG&E emergency centers have the same ICS staffing structure.

2.9 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 - 2025 Wildfire Mitigation Plan. Use of the Oakland facility enables quick, in-person decision-making to ensure wildfire risk reduction is progressing as planned.

2.10 Incident Management Teams

Trained to work at a variety of locations, including the EOC or an ICP, PG&E emergency incident management teams (IMTs) operate at multiple organizational levels. IMTs 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 and other coworkers called in to respond 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 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 an Intelligence & Investigations function.

2.10.1 Gas Incident Management Teams

PG&E Gas Operations uses regionally based IMTs, with one team identified for each PG&E region. Typically, Gas IMTs report to a designated ICP but may support remotely in the event of a virtual activation.

2.10.2 Electric Incident Management Teams

Pacific Gas and Electric (PG&E) has established pre-identified Electric IMTs to improve emergency preparedness and response.

The objective is to have highly trained and qualified pre-identified IMTs available to support local areas when an incident exceeds or is anticipated to exceed the ability of local resources to respond effectively based on the scope, skill-level, or complexity of the incident.

Details on Electric IMT ICS Command and General staff positions and responsibilities are covered in EMER-3002M Electric Annex and EMER-4501S, Electric IMT Framework.

2.10.3 Power Generation Incident Management Teams

PG&E has established pre-identified Power Generation IMTs to improve emergency preparedness and response.

The objective is to have highly trained and qualified pre-identified IMTs available to support local areas when an incident exceeds or is anticipated to exceed the ability of local resources to respond effectively based on the scope, skill-level, or complexity of the incident. Refer to PGEN IMT Framework Standard.

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-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 FAs.

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 • CIMC may be 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 • EOC is activated • CIMC may be activated
Serious	3	• Incident involves large numbers of customers • Resources may need to move between regions • Potential increased, actual, or imminent negative media interest • EOC is activated
Elevated	2	• A pending or local incident that requires more than routine operations • Resources may need to move within the region • Increased media interest

Level		Response
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 through existing procedures. The on-scene initial assessment team, working through their chain of command, assesses the incident and determines whether the issue can be handled or addressed 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 whether the necessary actions to address the issue can be handled by local resources. If it is determined that the necessary actions require a larger amount of time, additional staff, or has a potential for an escalation of the incident, a Level 2 incident may be declared. 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 3 incidents is identified and declared locally 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 will determine whether the issue can be addressed or handled by local or regional resources. Part of this determination will also include whether company emergency centers should be activated 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 or prioritization for the use of resources is necessary at a higher level.

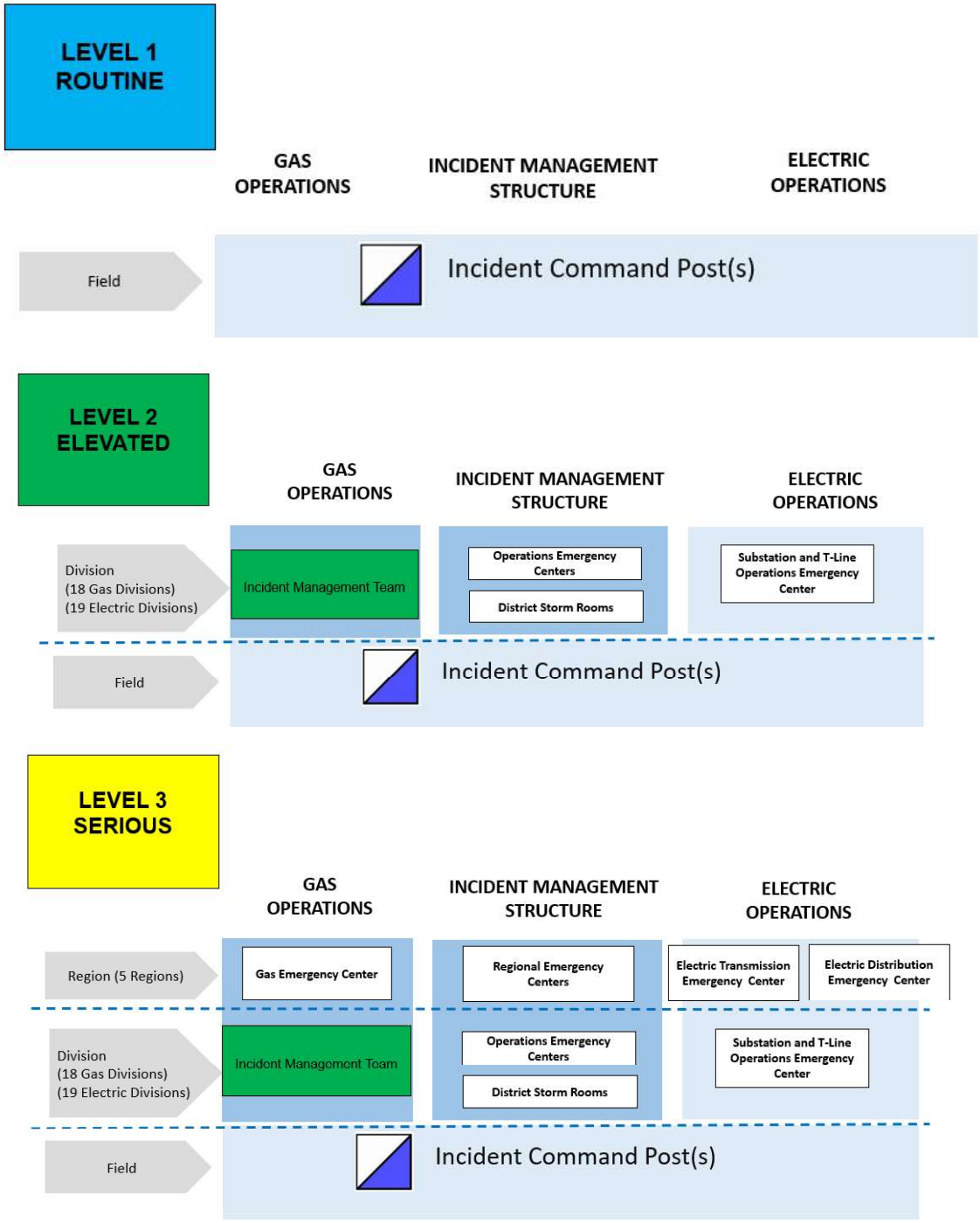
3.1.4 Level 4 and Level 5 Incidents

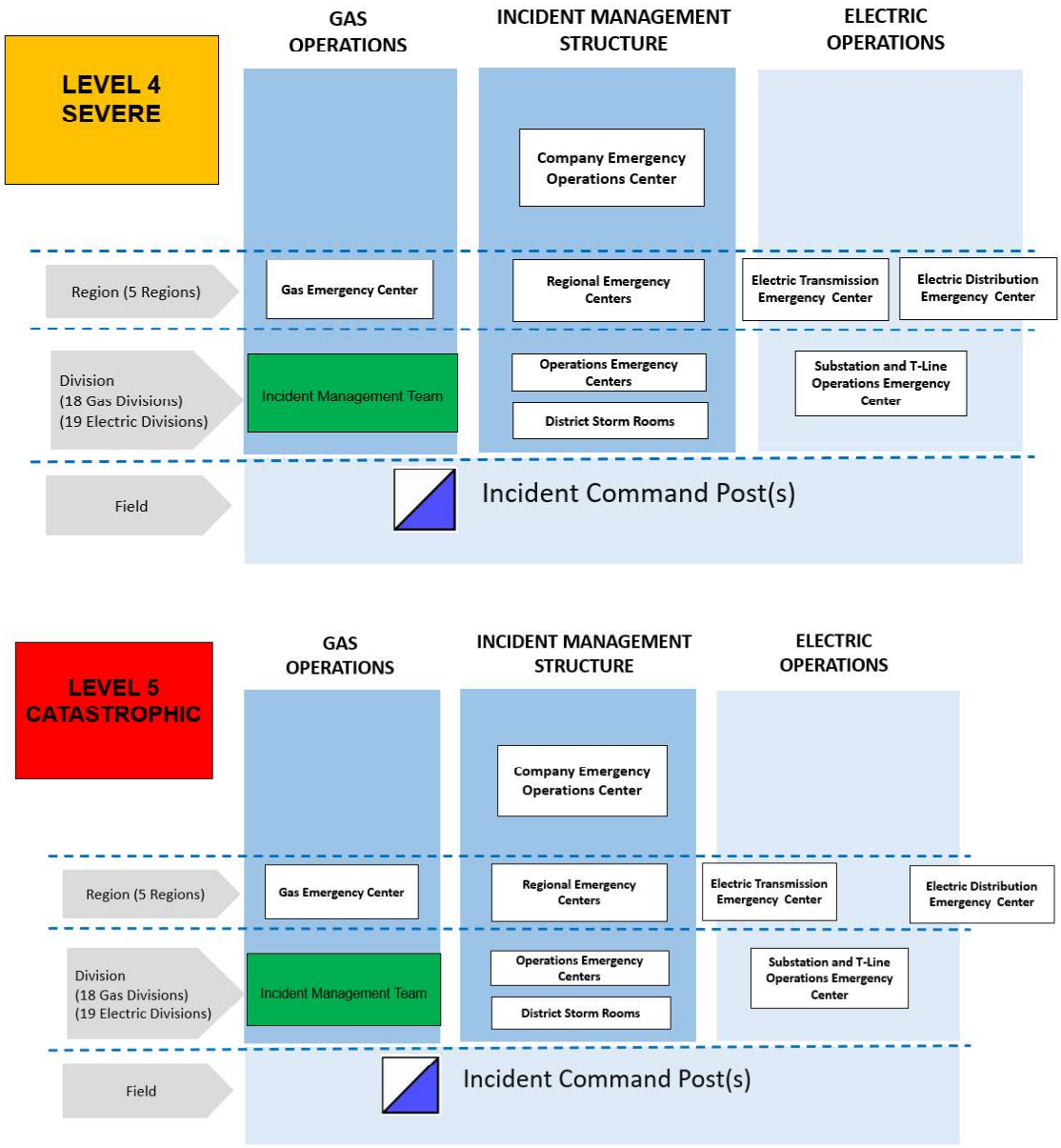
Declaration of a Level 4 or Level 5 incidents are usually declared and identified by control or warning centers, but in some cases, local staff may identify an incident (e.g., terrorism) that may escalate to a higher classification. In the instances where control centers and warning centers identify the issue, the on-call EOC Commander will determine the appropriate incident classification. For incidents identified by the local coworkers, the incident level will be discussed as explained in section 3.1.3 Level 3 Incidents.

3.2 PG&E Operations Facilities and 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 declarations. Recognizing that most incidents begin at the local level, PG&E's CERP describes a tiered approach to emergency operations scaling from routine to elevated, serious, severe, and as required, catastrophic incident management and support.

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



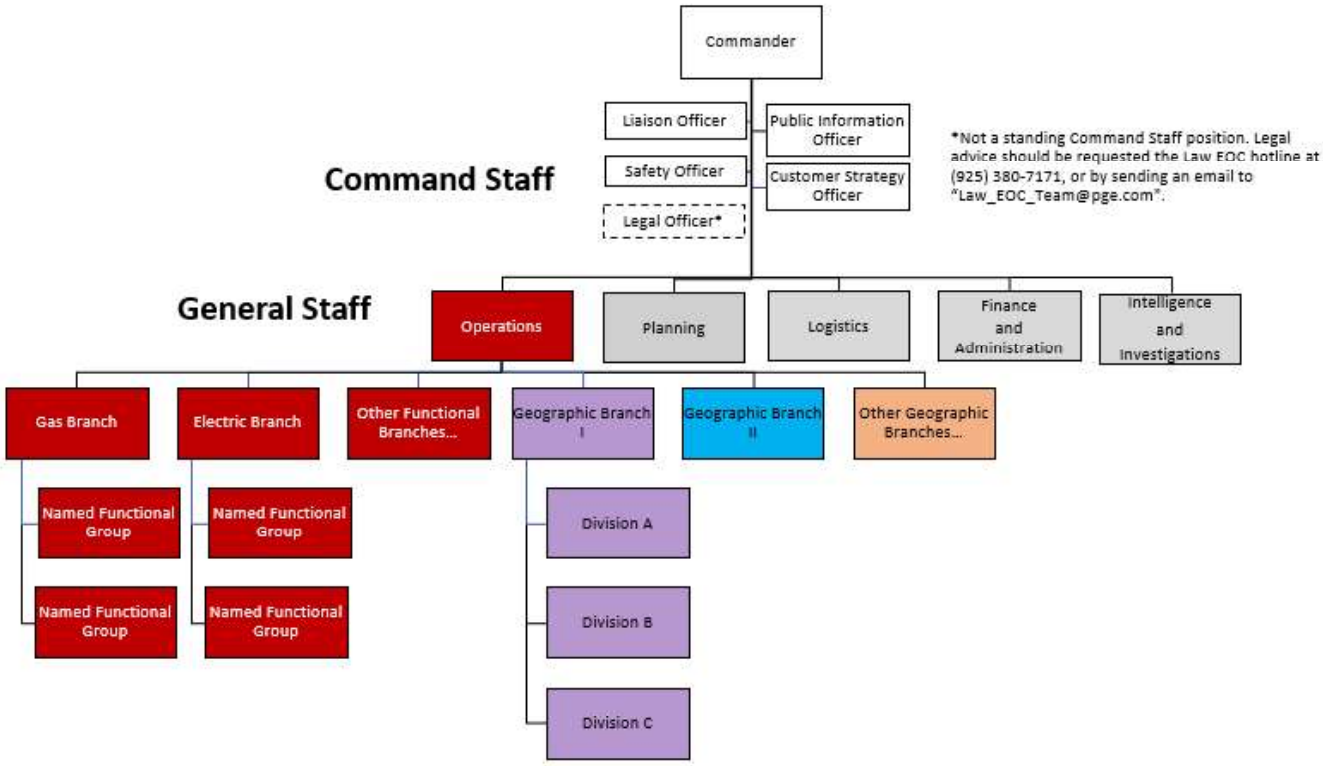


Consistent with EMER-4510S, Operations Emergency Center (OEC) Activation Requirements, the EOC will generally be not activated for an incident that can be managed or supported out of a division-level OEC or at a REC activated in support of operations within one or more company divisions. From a unity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

Specifically, from the field to OEC, RECs, or the GEC and at the EOC, each company-level emergency center will manage incident or event operations under standard ICS Command and General Staff. This may include the establishment of temporary incident or ICS functional branches and groups and/or geographic branches and divisions. In

general, incident resources may be moved within company regions as needed, and normally approval from EOC is not required.

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



3.3 Emergency Plan Activation

PG&E incident management and support may activate in support of pre-planned events or emergent/"no-notice" incidents due to factors outside of PG&E's control. For most all-hazard incidents, PG&E incident command and support operations scale from the field beginning with DSR, then OEC (division) and REC (regional) activations, and finally, as required, company EOC activation when guidance thresholds (e.g., customers outages) are exceeded.

When activating for notice events such as predicted severe weather or planned events such as a PSPS event, EOC General Staff receive guidance and direction from Command support positions with specialized knowledge in relation to the declared event, which informs the EOC Commander's decision to activate the EOC in advance of the incident or event. For example, when determining if the EOC should be activated for a potential PSPS, Meteorology and Fire Science leadership identifies whether the potential for Fire Potential Index (FPI) "R5-Plus" conditions are being met and contacts the SVP of WEO (or delegate) and PSPS director. The SVP of WEO determines if "Readiness Posture" is warranted. If decided, then the VP of EP&R (or delegate) and Planning Section facilitate Readiness Posture Meetings. EP&R leadership decides to activate the

EOC for a potential PSPS or host daily calls until the possible FPI “R5-Plus” event subsides.

Generally, PG&E will not activate the EOC for incidents that can be managed out of the division-level OECs or REC.

3.4 Emergency Center Activation

Any PG&E emergency operations center Commander, Incident Commander or FA leader can request activation of the EOC by contacting the director of EP&R R&O. The director of EP&R R&O will consult with the vice president of EP&R and the on-call EOC Commander to determine activation status.

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

3.5 Emergency Response Sequence

PG&E’s emergency readiness and response sequence may be summarized by the following seven steps:

- Pre-incident Readiness
- Make Safe and 911 Standby
- Establish Command
- Notify
- Assess Damage
- Restore
- Demobilization

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:

- Schedule conference calls.
- Place coworkers on alert status.
- Advise coworkers to pack overnight bags.
- Review emergency plans.
- Identify key coworkers available for restoration activities.
- Proactively activate emergency centers
- Develop a resource mobilization plan based on forecasted impact and service disruption risk.

- Pre-stage coworkers and/or equipment.
- Evaluate supplies and equipment.
- Cancel or postpone non-critical meetings and work.
- Conduct or review damage modeling projections.

3.5.2 On-Call Teams

The PG&E staffing plan uses eight phonetic alphabet designated EOC teams. The EOC Team Roster schedule is posted on the EOC Resources SharePoint Site. The EOC staffing plan establishes a rotating 24-hour (day/night) paired response team capability.

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 coworkers. Teams for the other emergency centers and facilities (control centers, support, and coordination centers) are covered in the respective FA functional annexes.

3.5.3 Make Safe and 911 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 EMER-4504P-01 911 Standby.

PG&E has implemented a 911-callback process to ensure timely response to public safety agencies standing by PG&E facilities. PG&E deploys standby coworkers to relieve these coworkers until qualified gas or electric resources are available to assess and repair PG&E facilities.

3.5.4 Establish Command

EOC and Field Incident Commanders (ICs) have the authority to decide and commit resources consistent with the scale of the emergency and PG&E’s delegation of authority. As part of the EOC on-call teams’ program, EP&R R&O maintains a list of pre-designated qualified EOC team members.

Consistent with company delegations of authority, the director of EP&R R&O may activate the EOC after consultation with vice president of EP&R and the EOC Commander On Call. Pre-designated coworkers from different FAs have been assigned

to on-call teams and may serve in an emergency at the discretion of the director of EP&R R&O.

3.5.1 Internal Call-Out Procedures

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

3.5.2 Notifications

3.5.2.1 FA Notification

FA call-out procedures are covered in their associated functional annexes.

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

3.5.2.2 Automated Roster Callout System

The Automated Roster Callout System (ARCOS) enables PG&E to quickly obtain real-time views into the following:

- Crew locations
- Coworkers available to work
- Coworker cost tracking

Additional information regarding ARCOS is in the Electric Annex.

3.5.2.3 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, coworkers assigned, and primary and secondary contact information. When replacing or temporarily substituting qualified EOC rostered coworkers, functional units must immediately request a change to the EOC Staffing Plan using the Staffing Edit Request QR code or by filing out the form at EOC Staffing Plan Edit Request (office.com).

Figure 3-3: Staffing Edit Request QR Code

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

3.5.2.4 Everbridge EOC Notification

When possible and for most incidents and events, notifications to the EOC on-call teams are initiated by the director of EP&R R & O. Everbridge (EVBG) is used to contact EOC teams, provide activation information and direct them to report. EOC on-call coworkers will be sent an EVBG message with important reporting details given below:

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

The EVBG message may also ask whether on-call rostered coworkers 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, coworkers are required to maintain updated emergency contact information in the “About me” tab of PG&E@work For Me.

3.5.2.5 Diablo Canyon Notification

At Diablo Canyon, Emergency Response Organization (ERO), notifications are provided via the Voice Automated Notification System (VANS) and occur immediately after an emergency has been declared by the shift manager. ERO coworkers 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.

3.5.2.6 External Notification

Once the EOC is activated, the EOC Coordinator in the EOC, ensures 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 another appropriate-level emergency center.

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

- Government officials that represent the affected area

- Local emergency management
- Office of the Governor of the State of California
- California Legislature
- Members of Congress

The LNO will direct the Regulatory Relations team or pre-designated coworkers 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.

Table 3-3: External Agency/Stakeholders Notifications

External Agency / Stakeholder	Reporting Criteria	Required Time Frame	Responsible Department
CPUC Energy Division of Emergencies	EOC Activation or major electric outage	1 hour	EOC Coordinator or EP&R R&O
Cal OES Warning Operations Center	EOC Activation or major electric outage	1 hour	EOC Coordinator or EP&R R&O
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

External Agency / Stakeholder	Reporting Criteria	Required Time Frame	Responsible Department
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	DCPP
NRC Operations Officer	Declaration of Unusual Event Alert Site Area Emergency General Emergency	Within 1 hour or ASAP if due to Hostile Action	DCPP
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 Coordinator EP&R R&O
California Utilities Emergency Association Operation Center	No specific threshold	As appropriate	EP&R S&E
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	Corporate Security Cybersecurity
Media outlets, social media, PGE.com	No specific threshold	As appropriate	Marketing and Communications PIO
Customers	Outages	As CSO determines	Customer Strategy Officer

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, and U.S. Department of Health and Human Services).
- 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 4.7, "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 Cal 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 Reportable Gas Incidents (TD-4413P-01).
- Nuclear incidents: Refer to the DCPP Emergency Plan Nuclear Annex.

3.5.3 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 that all information is collected, overlaps are managed, details are not omitted. Damage assessment is a two-step process:

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

Damage assessments may take considerable time following an emergency and requires qualified coworkers to complete correctly. The EOC Planning Section may use modeling and monitoring applications, and pre-established loss estimates to initiate planning and 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) 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 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.

3.5.4 Restoration

Both Gas and Electric organizations have detailed processes, tools, and technology to develop restoration plans. During any activation, field crews will 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 another utility. Mutual assistance during a single or dual-commodity incident is handled through the EOC.

3.5.5 Debris Removal

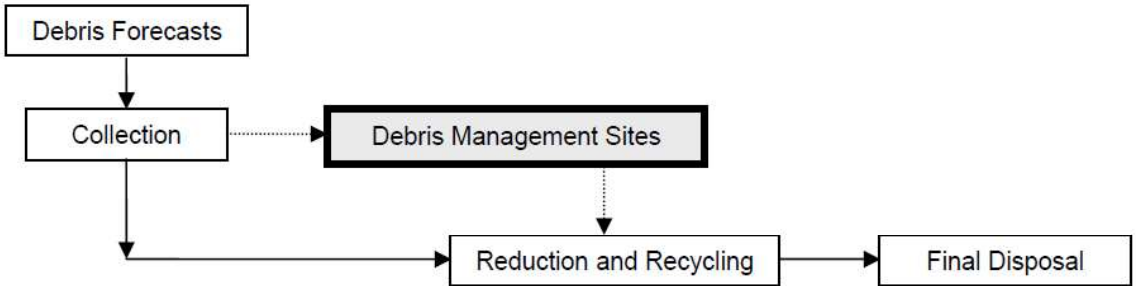
Debris removal and collection operations are normally broken into two phases: response and recovery. An efficient debris management plan includes collection activities for response and recovery debris strategies. Response occurs sometimes during and always immediately after an incident or event to clear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

During electric emergencies, field coworkers will complete TD-2060P-01-F01_Cover Sheet Form TD-2060P-01-F01, Electric Emergency Construction Package. TD-2060P-01-F01 has been updated to include a check box documenting, as applicable, the removal of debris from job sites. If debris needs to be removed by Electric and/or Gas Operations coworkers, a job package will remain open until the debris is safely removed.

3.5.5.1 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 3-4) may be used to increase operational flexibility when landfill space is limited or when a landfill is not near a debris removal area.

Figure 3-4: 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 EOC, PG&E 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, Corporate Affairs, and Customer Care organizations developed the Emergency Communications Annex and guidance documents (All Hazards Live Agent Outbound Call and PSPS Live Agent Outbound Call procedures).

Coworkers can use and update the detailed planning, response information, and pre-approved content in the CERP Communications Annex during or following an emergency or catastrophic event. The plan and guidance documents ensure that all coworkers with emergency communication positions have a thorough understanding of their roles, responsibilities, and processes, so the company is speaking with “One Voice” to internal and external audiences.

In local emergencies, it is essential for field coworkers to coordinate their activities with local public safety and other first responders to provide for the safe restoration of service. As an emergency escalates, 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 coworkers
- 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:

- 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 to facilitate communication to the public, incident coworkers, the media, and other stakeholders (people or groups having an interest in or could benefit from a PIO's work). The JIS integrates incident information and public affairs into a unified organization to provide consistent, coordinated, accurate, accessible, timely, and complete information to the public and stakeholders during incident operations.

The JIS operates across and supports other NIMS Command and Coordination structures: ICS, EOC and MAC Group.

Figure 4-1: NIMS Command and Coordination Structures

JIS activities include the following

- Develop and deliver coordinated interagency messages.
- Develop, recommend, and execute public information plans and strategies.
- Advise on public affairs issues that could affect the incident management effort.

- Address and manage 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) Group.

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 of command consistent with Incident Action Plan (IAP) objectives. Lateral, peer-to-peer, and home office internal communications should proceed uninterrupted in accordance with existing FA 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.

When 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 IAP, issued by the Planning Section and made widely available to emergency coworkers, 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 to ensure that the proper individuals are aware of activities that may impact them.

Note: The PIO exclusively manages company's response information to the emergency and non-emergency coworkers. External agency requests for copies of PG&E IAPs will be addressed by the PIO in coordination with the Legal Counsel.

4.2.2 Pre-Incident Reporting

Pre-incident summary reporting offers the director of EP&R R&O and/or the Commanders at the OEC, Electric REC, GEC, and EOC 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 the EOC organization is maintained and confirmed soon after the activation of the EOC. ICS-203 and ICS-230 are also included in the EOC Incident Action Plan. An ICS-203 form is developed and posted on the Virtual EOC Teams Site as well. Reporting schedules for the EOC are 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) provides executive support during an emergency incident. 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 company (e.g., kidnapping, extortion, or a terrorist threat)
- Other major emergency incidents, (i.e., catastrophic earthquake, cyber security, major fire, or PSPS that may affect a large customer base)

The CIMC may be activated at the request of the EOC Commander or the Vice President of Emergency Preparedness and Response or the CIMC Chairperson, generally this occurs, during Level 5 – Catastrophic - 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

The CIMC sits outside of the EOC organizational structure, but the EOC Commander (or the designee) will attend the CIMC executive call to provide situational information about the incident and request policy guidance when needed. The EOC Commander is responsible for establishing control objectives within the EOC to achieve response priorities and is charged with managing the corporate response to the emergency incident.

When the CIMC is activated, an initial call will be scheduled and facilitated by the CIMC coordinator.

Depending on the incident, executives may receive an executive summary with an incident status update. For example, the update may include some or all of 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 coworker safety incidents
- Impacted coworkers status
- Communications
- Resources
- Additional statistics (e.g., CAIDI, SAIDI, CESO, wires down, 911 standby requests, outage trend)

Additional information regarding CIMC activities and process can be found in the CIMC Handbook.

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 coworkers may coordinate their activities with public safety coworkers 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.

Additionally, the ongoing communication and coordination that normally takes place through PG&E Regulatory Affairs and Marketing and Communications, 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 Specialists (PSS) (as explained in EMER-4002S,) serves as AREPs to the Authority Having Jurisdiction (AHJ) for the incident. Local government contacts may include city/county executive officers, elected officials, and department heads.

The 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 when PG&E notifies of a declared emergency at DCPP.

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

4.4.4 Coordination with Nongovernmental Organizations

PG&E partners with Nongovernmental Organizations (NGOs) that assist communities affected by disasters before, during, and after emergency incidents. The Liaison Officer (LNO) or an assigned PG&E representative, may communicate with NGOs (e.g., American Red Cross) through the Operational Area EOCs. If the Operational Area EOC is not open, the PG&E EOC Liaison Officer directly interfaces with these organizations. Some activities PG&E coordinates with these organizations:

- Provide volunteers at shelters and donation distribution centers.
- Provide donations to be used in affected areas.
- Distribute gift cards or other monetary support directly to affected residents.
- Provide in-kind donations, such as equipment to be used during cleanup and restoration activities.
- Coordinate with EOC Customer Strategy Officer on any opportunities to work with AFN Community-Based Organization (CBO) partners.

4.5 Donations Management (from Individuals or Organizations)

PG&E does not accept unsolicited, spontaneous monetary donations, donated goods, or services. Consistent with the California Emergency Support Function 17 Volunteers and Donations Management Annex to the 2024 State Emergency Plan, PG&E will direct both solicited and unsolicited donated resources to pre-established voluntary and non-government organizations within the affected area.

4.6 Communicating with the Public and the Media

4.6.1 The Role of the Public Information Office

During an emergency, PG&E's PIO serves as the company's official point of contact for outgoing announcements and briefings to coworkers, the media, customers, and 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 coworkers and customers through the news media, social media, contact centers, and 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 at field locations throughout the service territory act as local PIOs and work with local media.

4.6.2 The Role of the Customer Strategy Officer

The Customer Strategy Officer (CSO) works closely with the PIO and the Liaison Officer (LNO) to communicate to PG&E customers through the pge.com 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 section. A CSO is a standing position at all emergency command centers.

4.6.3 Contact Service Centers and PG&E Website

Contact Centers below at Fresno and Sacramento headquarters provide service to customers. Hours of operations are as follows:

- Residential Customer Service Center:
  - All business transactions: M-F 7 A.M. – 7 P.M. and Saturday 8 A.M. – 5 P.M.
  - Sunday and after-hours: 24-hour availability for emergencies and automated customer service at 1-800-743-5000
- Solar Customer Service Center: M-F 7 A.M. – 6 P.M.
- Business Customer Service Center: M-F 7 A.M. – 6 P.M.
- Agricultural Service Center: M-F 7 A.M. – 6 P.M.

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. These centers also respond to emails coming 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 to take if they need to contact PG&E.

PG&E website 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.

4.6.4 Communicating with the Financial Investment Community

Announcements and briefings covering potentially material impact are coordinated with Investor Relations and PG&E General Counsel to ensure compliance with securities law. Only the chairman, chief executive officer, chief operating officer, chief financial officer, Investor Relations coworkers, or delegates identified by the CEO are authorized to speak to the financial investment community on behalf of PG&E Corporation.

4.7 Outage Notifications and Reporting

Both Gas and Electric have detailed procedures around notification to the CPUC and the circumstances when reports and notifications are required. Functional areas may have commodity or regulatory requirements specific to outage notifications and reporting requirements.

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 covered in Procedure for Reportable Gas Incidents, (TD-4413P-01). The Gas Control Center determines and arranges the reporting. See the GERP for more information regarding this procedure.

5 Emergency Management

5.1 ICS-Based Incident/Event Management

PG&E uses the ICS, a component of both California's Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS), to enable the rapid expansion and contraction of its incident and event management organizations. ICS ensures that the most pressing needs are met and that precious resources are used without duplication or waste. Standardized in the context of core Command and General Staff organization structure but otherwise scalable and modular by design in response incident or event requirements, use of ICS enables the prioritization and allocation of emergency resources. It provides a temporary incident or event management structure, independent of day-to-day reporting relationships, across PG&E division and regional boundaries.

5.1.1 Incident/Event Activations

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. For example, if an incident causes Electric to be at a Level 4 and Gas at a Level 2, the company will be at a Level 4.

5.1.2 Incident/Event Field Operations

Though not limited to Level 4 events, Electric IMTs are 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.

5.2 Situational Awareness

PG&E emergency managers develop situational awareness by performing the following:

- Ensure essential elements of information are collected, processed, and communicated to relevant EOC staff.
- Deliver information to inform decision making to save and sustain life and stabilize the incident.
- Monitor information before an incident.
- Share 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.

5.2.1 PSPS Situational Intelligence Platform (PSIP)

As described in the Public Safety Power Shutoff Annex (EMER-3106M), PSPS Situational Intelligence Platform (PSIP) is built on Palantir Foundry, which is currently connected to over 50 source systems and contains billions of records relevant to asset health analytics, such as GIS, SAP, and Customer Care and Billing (CC&B). This is the central platform to inform PSPS decision-making, reporting, and communications.

5.2.2 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.

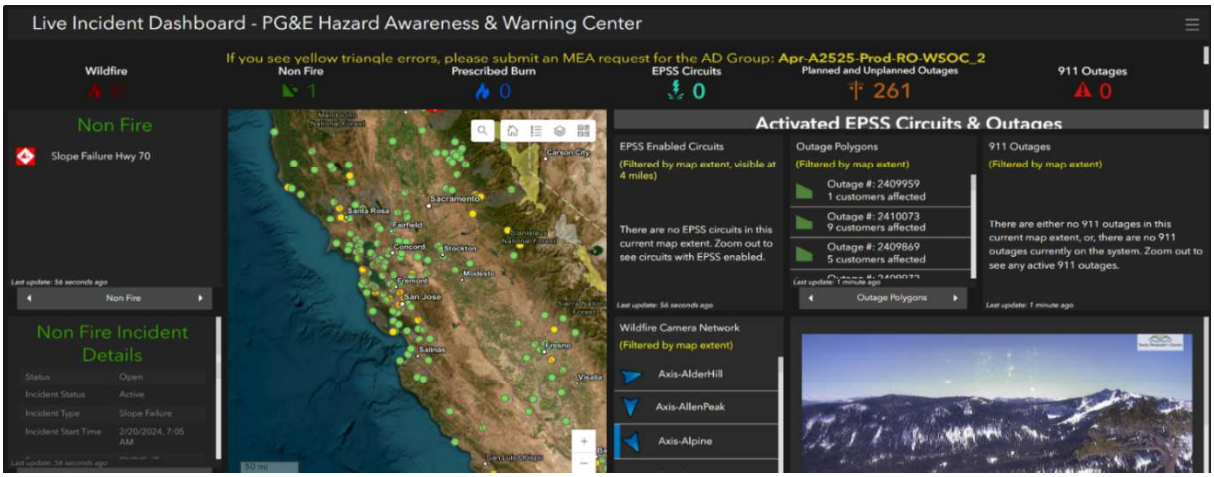
HAWC coworkers are responsible for the following:

- 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 coworkers and Executive leaders.
- Support EOC activations for PSPS and other incidents as needed.
- Work closely with field resources including SIPT crews and the PSS team to share information regarding ongoing incidents.

5.2.3 Live Incident Dashboard

The HAWC maintains the company's web-based Live Incident Dashboard (LID) (Figure 5-1) at Active Incident Dashboard 2.0 (LID PROD) (arcgis.com). The Environmental Systems Research Institute, Inc. (ESRI) Geographic Information System (GIS)-based tool supports incident and event situational awareness, including the status of activated Enhanced Powerline Safety Setting (EPSS) circuits, planned and unplanned electric outages, locations of wildfires, slope failures, prescribed burns, and 911 calls. To request access to the LID, navigate to the HAWC Intranet page to sign up for any HAWC notifications. Type "HAWC" into your browser.

Figure 5-1: Live Incident Dashboard



5.2.4 Safety and Infrastructure Protection Teams

As part of its wildfire safety efforts, PG&E established the Safety and Infrastructure Protection Team (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 Preventing and Mitigating Fires While Performing PG&E Work (EMER-4102S), SIPTs work primarily in high fire-threat areas within the PG&E service territory.

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 consistent with a National Wildfire Coordinating Group Type 6 Engine.

Routine SIPT work may include:

- Inspect defensible space and perform fuel hazard assessments at PG&E facilities.
- Standby for safety protection (during “hot work”) at PG&E work sites.
- Standby for medical response at PG&E work sites.
- Perform safety patrols on PG&E properties.
- Perform asset protection planning for PG&E construction projects.

SIPT emergency work may include:

- Support PG&E asset protection efforts.
- Accompany vegetation management crews during wildfire recovery to suppress incidental ignitions.
- Perform fire protection at PG&E-owned facilities during wildfires as authorized by the 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 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, Electric Transmission and Distribution System Operations, or 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, an OEC may be needed to release a SIPT resource to a new emergency. The release, however, 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 tasks assigned by EOC (e.g., weather observations while operating from their local yard). SIPTs always operate within an overall company chain of command and reporting structure, which includes in some cases working directly for the EOC.

When supporting EOC operations, SIPT resources may report to an Asset Protection Branch Director (APBD) in the EOC Operations Section. If activated, the APBD would report to the EOC Operations Section Chief and protect PG&E assets from incident damage and lead the development and execution of tactical assignments documented in the IAP. The Asset Protection Branch manages asset protection, including the development of asset protection strategies with members of the Operations Section, the PSS team, impacted PG&E FAs, and when necessary, the AHJ. During non-wildfire incidents (all-hazards) or after a wildfire is declared controlled, the APBD coordinates SIPT activities as requested by the OSC.

5.3 Emergency Scenarios

5.3.1 Infectious Disease/Pandemic

With the safety, health, and welfare of our customers and coworkers 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 the following:

- A workforce reduced by exposure to illness or government-directed quarantine or isolation
- 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). The Infectious Disease and Pandemic Annex provides additional details regarding the response to this hazard.

5.3.2 Weather-Related Emergencies

Adverse weather is the primary modulator of unplanned outage activity on PG&E's grid. PG&E Meteorology & Fire Science 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. Refer to the Extreme Weather Annex.

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/or 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 to abundant snow-loading. These events are most common across the lower elevations (< 4000 feet) such as the Sierra foothills where more distribution and vegetation are more susceptible to snow-load.

Weather Type	Description
Public Safety Power Shutoffs (PSPS)	For a location to be considered for PSPS, all of the Minimum Fire Potential Conditions (mFPC), including weather, fuels, and land type components must be met.
Other	Weather type used for rare or unknown weather events.

5.3.3 Earthquakes and Tsunamis

California earthquakes pose a significant hazard and risk to PG&E's customers, coworkers, 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 10 counties in the Bay Area: Alameda, Santa Clara, Contra Costa, San Francisco, San Mateo, Marin, Santa Cruz, Napa, 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 DASH model library includes scenarios representing incidents that can have a significant impact to PG&E's service territory. For more information, refer to the CERP Earthquake Annex. 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.

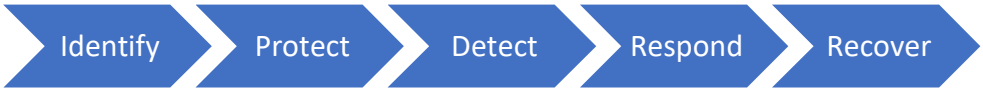
It is important to recognize that the Dynamic Automated Seismic Hazards (DASH) notification system provides reporting only for earthquakes within the greater California region and does not report on distant earthquakes that could generate far-traveling tsunamis. To subscribe to DASH text and email notifications, visit Subscribe (pge.com).

5.3.4 Cybersecurity

PG&E increasingly relies on electronic Information Systems to improve efficiency. Electronic systems may store sensitive coworker 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 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:

Figure 5-2: Primary Functions



PG&E annually updates its hazard-specific Cybersecurity Annex to the CERP and conducts exercises to test the annex.

5.3.5 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 reinforced its fire emergency response capabilities through the following enterprise initiatives:

The HAWC 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, coworker training and enhanced information management and reporting.

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

The PSS program, managed by the Emergency Field Operations Public Safety team is another field-based resource that supports PG&E's response when deployed in support of incidents or events. PSS coworkers 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. They are integral in the coordination of the company's emergency response and restoration activities. The Wildfire Annex provides additional detail regarding the response to this hazard.

5.3.6 Public Safety Power Shutoff (PSPS) Program

The purpose of PSPS is to mitigate the risk of utility infrastructure contributing to catastrophic wildfires by proactively de-energizing PG&E facilities in the event of severe weather. The PSPS program is based on four guiding principles: **Preventing catastrophic wildfires** associated with electric equipment while minimizing potential public safety impacts.

- Execute de-energization without safety incidents.
- Restore power safely and quickly to all customers affected by PSPS events after the “All-Clear” weather.
- Communicate potential impacts by providing timely and accurate notifications to PG&E customers, California Public Utilities Commission (CPUC), California Department of Forestry & Fire Protection (CAL FIRE), California Governor’s Office of Emergency Services (Cal OES), Public Safety Partners and PG&E employees. To confirm whether the potential for catastrophic fire risk exists, PG&E applies a filter, known as Minimum Fire Potential Conditions (mFPC), to all hours and locations of the forecast. These conditions must all be met for a location to be considered for PSPS, which applies to both Electric Distribution and Transmission.

For more information, see the Public Safety Power Shutoff Annex (EMER-3106M).

5.4 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 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 that 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 potential to occur. Dynamic threats are based on risk analysis and timely intelligence received from one or more sources. Responding to a “threat” may include the following actions:

- Conduct a situational awareness call.
- Open the EOC in a monitoring mode.
- Notify staff via Everbridge or through e-page alerts.
- Notify 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 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. See EMER-3110M Physical Threat Annex and EMER-3102M-Cybersecurity Annex.

5.5 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 the following:

- Identify hazards.
- Develop response and mitigation measures for those identified hazards.
- Develop 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, and 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 described in Sections 5.5.1 through 5.5.6.

5.5.1 Dynamic Automated Seismic Hazard System

The Dynamic Automated Seismic Hazard (DASH) is an automated earthquake reporting system that generates rapid, facility-specific damage estimates for use in prioritizing initial inspections. 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 60-90 minutes of the initial report, for magnitude 5.0 or greater, Geosciences SMEs review and distribute a final DASH report. To subscribe to DASH text and email alerts and notifications, visit Subscribe (pge.com). PG&E coworkers can receive automatic notification of seismic events system-wide, with the option to sign up for more detailed FA reports if desired.

Figure 5-3: Dynamic Automated Seismic Hazard (DASH) Site

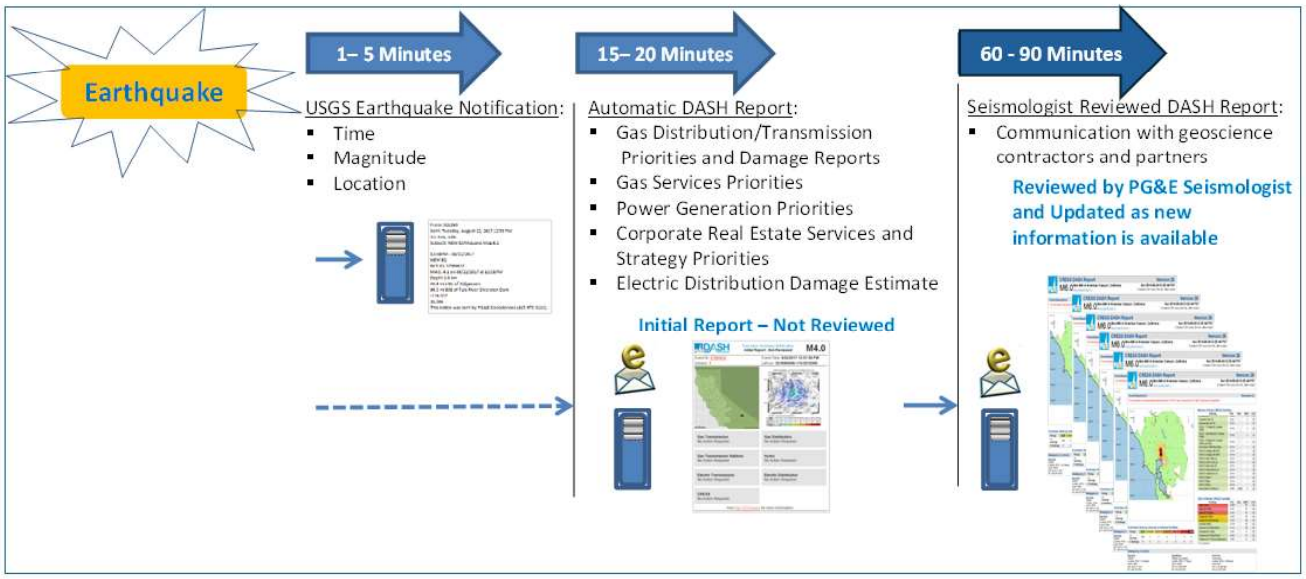
DASH capabilities provide the following major benefits:

- **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 it is most needed.
- **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 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, 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 5-4: Earthquake Notification and DASH Report Timeline



5.5.2 Distribution System Operations Storm Outage Prediction Project

To mitigate the considerable operational risk caused by adverse weather, PG&E's Meteorology & Fire Science team developed a storm damage prediction model, the Storm Outage Prediction Project (SOPP) Model. Meteorologist and machine mix decision products, SOPP outputs leverage more than 25 years of historical outage and weather data to predict potential outages.

The DSO SOPP model combines historical weather and outage data with weather forecasts to predict the number of electric system transformer and above sustained outages (SOs) per division. The model also provides an estimate of the resources needed to respond to the level of predicted electric outages. The primary adverse weather threats modeled are wind, rain, low snow, and heat.

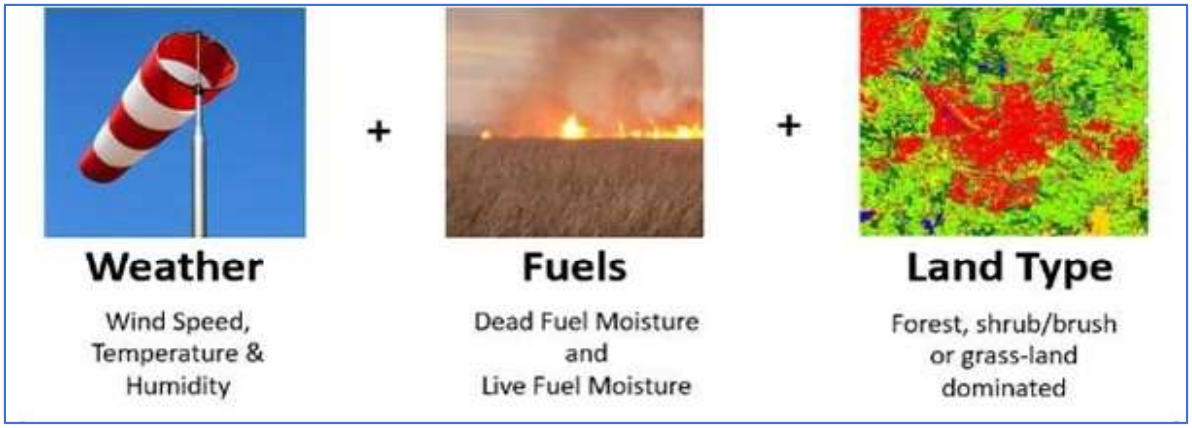
SOPP model outage forecasts are assigned a category Level 1, 2, 3, 4, or 5 based on how the predicted level of SOs compares with long-term historical level of SOs for each specific division or area. The model provides specific quantitative forecasts for SOs, customer counts, and resource requirements. Refer to the Electric Annex for more information.

5.5.3 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) 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.

Figure 5-5: PG&E Fire Potential Index



For more information about the FPI tool, refer to the Wildfire Annex, (EMER-3105M).

5.5.4 PG&E's Operational Mesoscale Modelling System

In addition to National Oceanic and Atmospheric Administration (NOAA) models, PG&E Meteorology & Fire Science 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 two-kilometer resolution.

5.5.5 Enhanced Outage Probability Weather Machine Learning Model (Outage Producing Wind 5.0)

PG&E's current OPW 5.0 is a multi-classification machine learning model predicting the probability of outage for each cause class. Updated annually and trained on all unplanned outage hours since 2008. PG&E's OPW model forecasts the probability of unplanned outages associated with wind events occurring in PG&E's service area.

Representing more than 550,000 outages and 270 billion data points, OPW 5.0 exponentially weights recent years more heavily to learn and predict system performance changes, including positive changes from vegetation management and system hardening, and negative changes from asset degradation and tree mortality. The current version features improved spatial resolution of outage nodes from 50 to 26 primary overhead lines miles per node; and added secondary system to outage nodes.

Figure 5-6: OPW 5.0 Model Features

Recent model feature enhancements include:

- **Asset:** Added pole age to the model and the model found older assets have increased probability of outage, so as assets are replaced, the forecast outage probability will decrease.
- **Vegetation:** Changed from one-time LIDAR[20] derived tree overstrike (2019) to annual Planet Labs (formerly Salo Sciences') satellite derived tree heights and canopy cover of strike trees with underlying resolution of 3m, will be updated annually.
- **Weather:** Added turbulence feature to enhance explanation of wind caused outages, along with soil moisture to help with saturated soils related outages.

5.5.6 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 scars. 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 than ¼-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).

5.6 Preparedness and Planning for Emergencies

Additional annexes to the CERP may be developed based on EP&R S&E 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.

[20] Method for determining ranges by targeting an object or a surface with a laser and measuring the time for the reflected light to return to the receiver.

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.

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[21]). ConOps and other types of emergency plans are maintained by EP&R.

5.6.1 Training and Exercises Program

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

EP&R S&E 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 S&E is responsible for organizing and delivering to PG&E emergency center 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 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 companywide in scope. PG&E will annually train coworkers with an emergency role(s) in preparation for emergencies. Training is designed to overcome problems identified in the evaluation of responses to major emergencies and exercises.

5.6.2 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 filling Command and General Staff positions in the EOC

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

complete California Specialized Training Institute (CSTI) Type III credentialing for their assigned Emergency Operations Center (EOC) positions.

Baseline coursework for the EOC role is as follows:

- 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

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

FEMA Independent Study (IS) courses are available online at www.training.fema.gov/is. G-606 is available online.

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.

5.6.3 Exercises

PG&E's EP&R SE 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.

The exercise format is selected based on the capabilities and objectives identified.

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 EP&R SE Integrated Preparedness Plan (IPP). The emergency preparedness exercises fulfill a key component of compliance with CPUC 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. Training is adapted from the HSEEP to serve a utility.

The common core capabilities evaluated for every exercise are as follows:

- Situational Assessment
- Operational Communications
- Operational Coordination
- Public Information and Warning
- Logistics and Supply Chain Management
- Planning
- Safety

During exercises, participants practice the duties, tasks, and operations they would be expected to perform in a real emergency. These emergency plans are regularly tested on an ongoing basis at least once every calendar year.

EP&R facilitates exercise planning meetings for enterprise-level exercises. Planners from each functional area (FA) develop their portion of the exercise as assigned in planning meetings and follow planning guidelines and timelines. The VP of EP&R ensures 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. Depending on the scenario, exercises may include participation from other FAs and from external public agencies. Generally, PG&E invites representatives from federal, state, and local agencies to participate in or observe the annual exercise. Agencies are invited based on the exercise scenario or location and may include:

- Local emergency management agencies and offices of emergency services
- CPUC
- CAISO
- CEC
- Cal OES
- Nongovernmental organizations (NGO)
- Community-based organizations (CBO)

The current EOC exercise schedule is posted on the EOC Training and Exercise SharePoint Resource site.

6 After-Action Reporting

6.1.1 Hotwash

Hotwashes are defined in EMER-7701P Online Hotwash Procedure (Rev 0). Hotwash meetings provide an opportunity to discuss strengths and areas for improvement during and immediately after an incident, event, or exercise activations. During EOC activations, the AAR Process Owner or the director of EP&R Response & Operations will meet with the EOC Commander during the first operational period or at the earliest opportunity to implement a strategy for the collection of Plus/Delta "hotwash" data, ideally daily or at a cadence conducive to the operations tempo.

6.1.2 After-Action Reports

In the event-based risk framework, EP&R serves a key role in mitigating the consequences of many risk events. Conducting evaluations and after-action reviews during and following company exercises is a standard step toward PG&E's operational management of risk.

EP&R sets priorities for emergency training and exercises based on the vision and priorities of company leadership including legal, federal/state, and plan requirements. After-action reports include feedback from internal and external stakeholders and partners, risk assessments of threats and hazards, and an organization's ability to perform and deliver core capabilities during exercises and real-world events/incidents.

Lessons learned from and best practices identified during these activities result in improvements to EP&R and other participating FA practices, guidance documents, and emergency plans. Corporate risk owners and managers incorporate the findings and improvement ideas in their periodic risk assessments. Refer to the EOC Activation After-Action Report (AAR) Process Standard (EMER-2003S).

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.

The After-Action Report (AAR) summarizes key information related to EOC activations and exercise scenarios. EP&R S& E is responsible for ensuring that the AAR is completed for annual exercises. EP&R R&O is responsible for ensuring that the AAR is completed for any incident involving the EOC activation. Lessons learned will be captured using the PG&E-approved AAR template[22].

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

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7 Incident Management Concepts and Guidelines

PG&E aligns its emergency preparedness and response practices, structure, and Command and General staff positions with the following:

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

General Staff consists of five primary sections: Operations, Intelligence and Investigations, Planning, Logistics, and Finance & Administration.

The PG&E emergency response model and the EOC staffing are organized using principles from NIMS, SEMS, and ICS including, but not limited to:

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

7.1 National Incident Management System

NIMS provides 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 as follows:

- 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 given below:

- Preparedness
- Resource Management
- Communication and Information Management

- Command and Management
- Ongoing Management and Maintenance

7.2 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 or inter-agency coordination: Coordination of affected agencies and organizations to handle emergency response activities as well as resource allocations.
- Mutual assistance: A system designed to obtain additional resources for response from non-affected jurisdictions.
- Operational area: An intermediate level of the state's emergency management organization that encompasses the county and all political subdivisions located within the county including special districts. The operational area manages and/or coordinates information, resources, and priorities among local governments within the operational area, and serves as the coordination and communication link between the local government level and regional level.

7.3 Incident Command System

The 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, coworkers, procedures, and communications.

The main concepts and principles of ICS include:

- Scalable modular structure: This 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 (e.g., A, B, and I) can foster communication by providing a common location reference for mutual assistance responders unfamiliar with PG&E 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.

7.3.1 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 a single command with one IC[23]. Initially, the first responder to the incident automatically becomes the IC and has overall command responsibility until able to transfer command to another qualified coworker.

7.3.2 Unified Command

In incidents involving multiple jurisdictional authorities where PG&E facilities are involved, the company may participate in an ICS Unified Command incident management organization. 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 is carried out under a unified command organization without loss or abdication of organizational authority, responsibility, or accountability.

Figure 7-1: ICS Command Staff

[23] While an Incident Commander is always required, other positions may be left unfilled based on the needs and circumstances of the incident.

7.4 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
- A single coordinated process for resource management

An integrated incident organization may be used in a shared facility or emergency site, rather than using separate ICPs 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 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.

7.4.1 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, coworkers, 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 this 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.

7.4.2 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 assets, incident command may initially be established at a division level by the Gas or Electric FAs 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 FA OEC level with limited coworkers or resource augmentation.

For severe localized scenarios such as an earthquake on the San Andres Fault 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 direct the Plans Section Chief to establish geographic branches and or divisions within a pre-existing company service area division in the Incident Action Plan and assign teams and resources accordingly.

Figure 7-2: Example of ICS Divisions in the Company SF Division

7.5 Emergency Financial Guidance

In an emergency response situation, documentation of financial charges is critical, so the incurred costs can be recovered through PG&E's Emergency Balancing Account (MEBA), Catastrophic Events Memorandum Account (CEMA), or other applicable filings (e.g., wildfire and PSPS related costs). Unsupported costs, 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). Finance uses the models to develop a restoration cost estimate for the following:

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

This estimate and subsequent documentation must meet the company requirements, and all coworkers must follow guidance below from Finance

- Develop strategic framework for financing the emergency response and recovery and ensure proper accounting.
- Staff the Treasury Unit in the Finance & 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 assistance invoices by showing that services provided aligned with predicted needs.

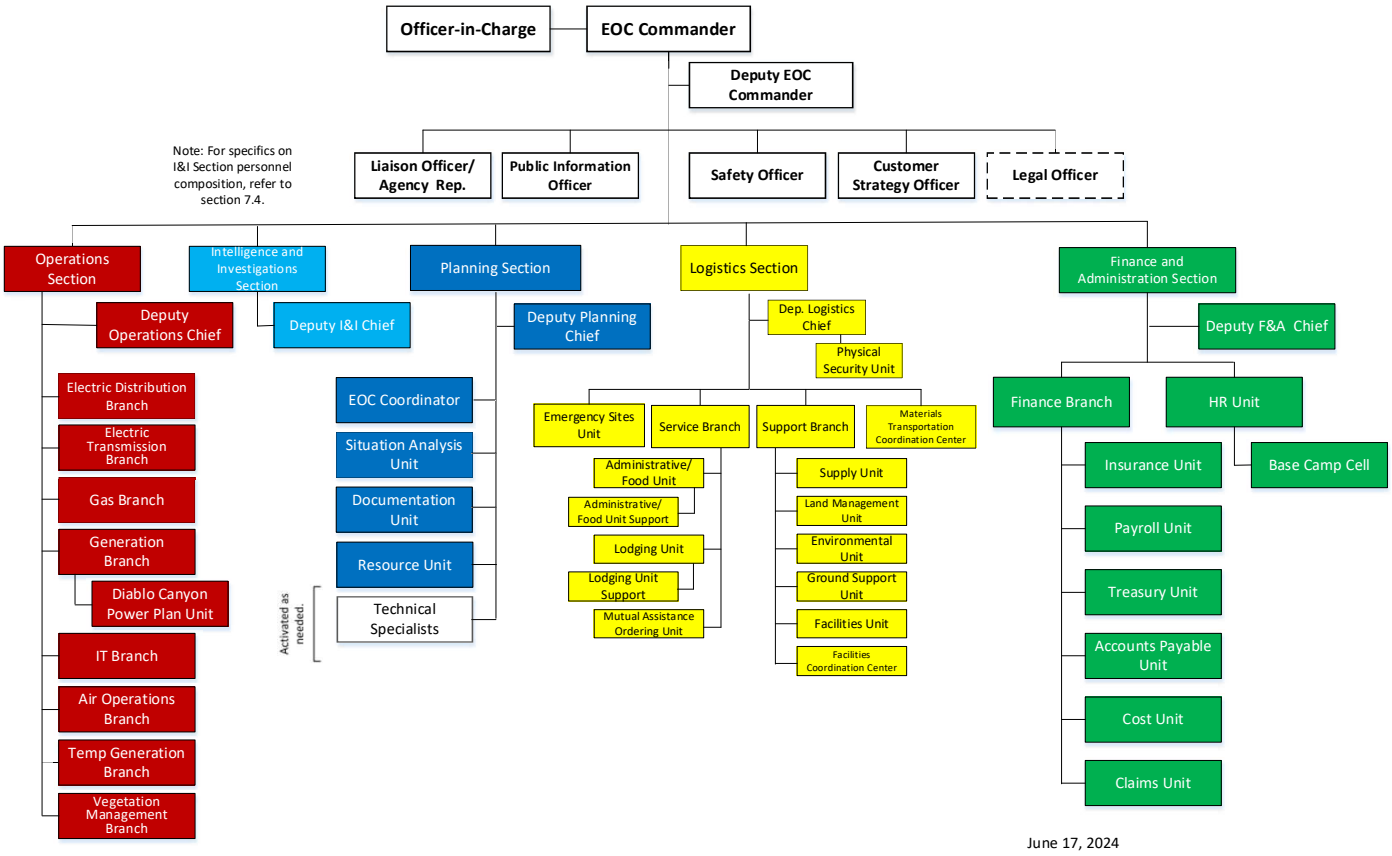
8 EOC Staffing and Organization

For incident and event response, PG&E relies on a traditional Incident Command System (ICS) organization. For planned-event response, PG&E may include an officer-in-charge responsible for identifying operational requirements at company division, region, and enterprise levels.

8.1 EOC Operations

PG&E aligns EOC roles and the overall structure of the emergency organization to the Incident Command System (ICS) framework to enhance emergency response performance and coordination with partners. Figure 8-1 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 8-1: EOC Organization Chart



Staff are organized under the following:

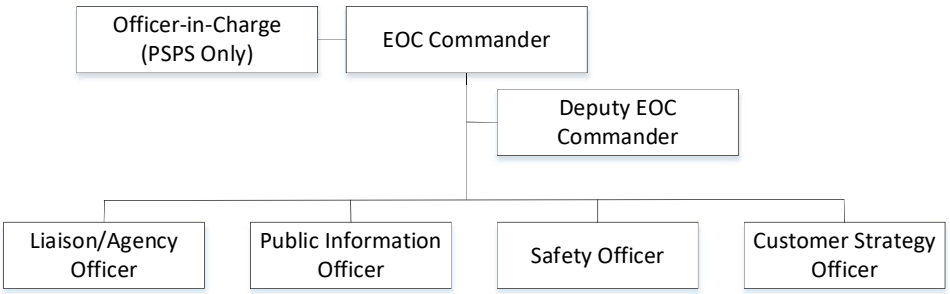
- Command Staff: The Command Staff is led by the EOC Commander and includes the Deputy EOC Commander, Officers, and Support Staff.

- General Staff: The General Staff consists of the five sections given below, with each section led by a Section Chief who reports to the IC. Officers and Section Chiefs have additional direct reports.
    - Operations Section
    - Intelligence and Investigations (I&I) Section (location in org structure driven by incident complexity and effectiveness)
    - Planning Section
    - Logistics Section
    - Finance and Administration Section

8.2 EOC Command Staff

The EOC Command Staff top-level structure/organizational chart is in Figure 8-2.

Figure 8-2: PG&E Command



These positions described in the sections 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.

Table 8-1 identifies direct reports to the EOC Commander. It does not include subordinate reports or those who report up to officers.

Table 8-1: EOC Roles Reporting Directly to the IC

Command Staff	
Officer-in-Charge	
EOC Commander	Navy Blue with Neon Stripe
Deputy EOC Commander	Navy Blue
Safety Officer (SO)	White
Public Information Officer (PIO)	White
Customer Strategy Officer (CSO)	White
Liaison Officer (LNO)	White
General Staff	
Sections	

Command Staff	
Operations	Red
Intelligence & Investigations	Light Blue
Planning	Royal Blue
Logistics	Yellow
Finance and Administration	Green

8.2.1 Officer-in-Charge

The Officer-in-Charge (OIC) is a position specific to PSPS. This was created to engage higher-level management accountability of the decision to de-energize given the magnitude and impact of PSPS, while enabling real-time, rapid decision-making.

While the OIC is given "Authority to Act" and owns PSPS decisions, the EOC Commander is responsible for executing those decisions and owns the response executed by the EOC. The OIC approves all PSPS decision records and associated documentation following a PSPS event.

8.2.2 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 the following:

- Notify emergency coworkers, executive leadership, and external agencies of activation per the emergency plan checklists.
- Determine the level of EOC activation and activate required EOCs (i.e., Vacaville Emergency Response Center, virtual, or any other location).
- Assess incident priorities and resource needs.
- Overall manage the incident, including:
    - Develop and implement the response strategy.
    - Coordinate the response strategy with external agencies, when appropriate.
    - Make management decisions during an incident within the scope of authority.
    - Coordinate with FA executives on policy issues beyond that scope.
- Resolve section conflicts.
- Set strategic objectives.
- Direct the tactical response to the emergency incident.

- Coordinate with and provide regular communication to leadership when activated.
- Approve and oversee the Incident Action Plans (IAPs).
- Approve all communications strategies in consultation with the PIO.
- Set the operational period.
- Establish orders and directives necessary for effective operations.
- Approve or deny field requests for base camps and micro sites.

8.2.3 Deputy EOC Commander

The Deputy EOC Commander has the same authority as the EOC Commander and acts as the EOC Commander in their absence. The EOC Commander may have one or more deputies and may delegate responsibilities in accordance with the needs of the incident.

8.2.4 Safety Officer

The Safety Officer is responsible for the following:

- Advise the EOC Commander and staff on all matters relating to operational safety (Figure 7-3) Evaluates the situation to identify potential hazards and risks to coworkers and the public.
- Create and implement safety procedures and protocols specific to the emergency.
- Develop and share safety related ICS documents (ICS- 206, 208, 215A)
- Act as a liaison between leadership and coworkers, ensuring clear communication of safety information.
- Develop measures and awareness messages for improving safety and health of all assigned coworkers
- Record and communicate safety-related incidents and their mitigations during the activation.
- Participate in debriefings to evaluate the response and identify areas for improvement in safety practices.

8.2.5 Public Information Officer

Each level of the PG&E's emergency response may have a Public Information Officer (PIO) and/or public information function. However, when staffing the EOC, the PIO provides strategic communications counsel to the EOC Commander.

Consistent with NIMS JIS principles, PG&E may staff PIO and other EOC positions (e.g., Customer Strategy Officer, Liaison Officer) as appropriate.

The PIO is responsible for the following:

- Develop all internal and external communications strategies and messaging during an emergency.
- Obtain IC approval of all information to be released from the event or incident.
- Ensure that all information being shared with external audiences is timely, relevant, accurate, and consistent.
- Escalate significant issues to the IC for additional guidance on potential actions and strategies.
- Develop and implement communication strategy to ensure “one voice” communications.
- Coordinate emergency communication activities with other agencies, media, customers, etc., through verbal replies, on-camera interviews, written statements, press releases and social media.
- Respond to real-time media requests for information, interviews, and status.
- Conduct press conferences including press questions and queries.
- In a DCPP emergency, integrate with the DCPP 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.

8.2.6 Customer Strategy Officer

The Customer Strategy Officer (CSO) serves as an advocate for customers to accomplish the following:

- Provide updates to customers.
- Address customer issues.
- Communicate high-priority outage concerns to the emergency operations team.
- Develop 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

Digital Strategy Lead

Reporting to the CSO during EOC activations, the Digital Strategy Lead functions as the overall incident or event digital program SME, with knowledge of both the tools and

functionality as well as the static content. The Lead is versed in the sequencing of tasks and helps with getting technical questions answered. Responsibilities include:

- Possess situational awareness for the incident or event and update the web in response to changing operations conditions (e.g., address lookup, data tables, and website user interface).
- Coordinate 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.
- Review customer feedback and making on the fly optimizations to the customer experience when possible.

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:

- Possess a strong understanding of the content that should be on the site at various stages of an incident or event.
- Proofread the content provided by the publisher before it is published to the public (including all 16 languages PG&E uses for customer and/or community communications).
- Manage new translation requests that come in on the fly during events.
- Ensure 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.
- Monitor various chats for possible issues that need addressing, alerting the Digital Strategy lead when needed.
- Coordinate with the PIO on items such as publishing press releases.

8.2.7 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 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.

8.2.8 Public Safety Specialist Liaison Role

For most incidents Public Safety Specialist (PSS) coworkers 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 coworkers report to the PG&E Incident Commander at an OEC or PG&E IMT Incident Command Post (ICP).

During EOC-level emergency activations, they 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.

8.2.9 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 Emergency Operations Facility (EOF) to and from the EOC during an incident at the plant.

8.2.10 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 (Cal OES), other utilities, other state agencies, and local governments. The SOC AREP reports to the Liaison Officer and is responsible for the following:

- Facilitate communication of emergency information between the EOC and the SOC.
- Commit PG&E resources toward state or regional missions as needed and with explicit approval of the EOC Commander.
- Attend SOC meetings, such as operational briefings, and EOC command calls.
- Respond to state and local agency information requests.
- Work 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.

8.2.11 Legal Counsel

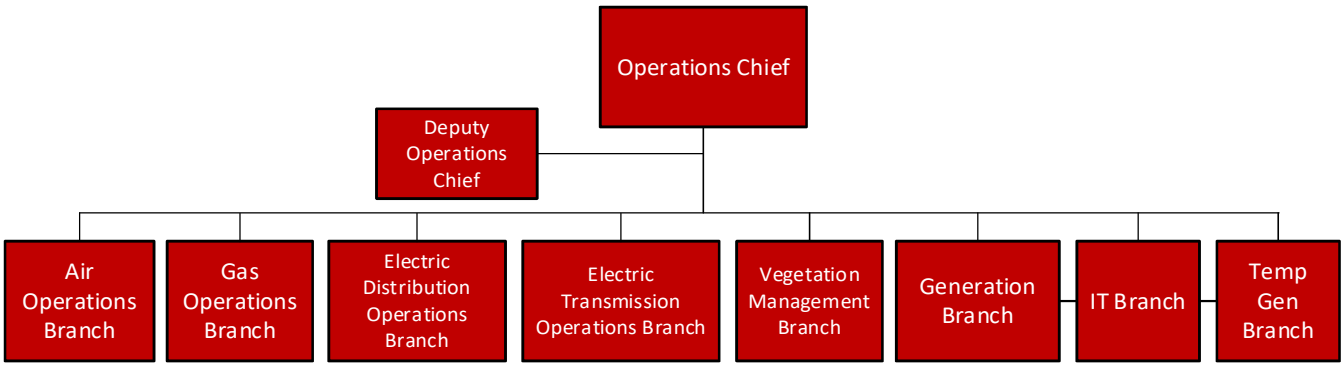
Although legal counsel may be appointed to the Command Staff for a particular incident or event. Legal advice is requested through the Law EOC hotline at [redacted], or by sending an email to [redacted]". This includes:

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

8.3 Operations Section

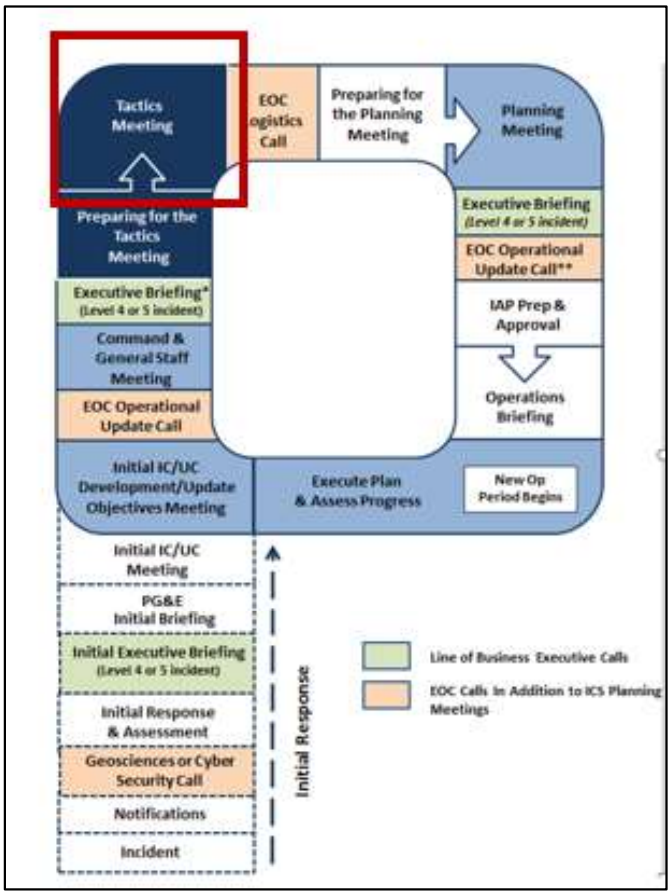
The Operations Section implements the assessment and restoration strategy and achieves the incident objectives set by the Incident Commander (IC) and communicated in the Incident Action Plans (IAPs).

Figure 8-3: 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 by developing tactics and determining the resources that will be applied during the next operational period.

Figure 8-4: 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, 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
- Power Generation
- Information Technology
- Temporary Generation

8.3.1 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 and is responsible for the following:

- Determine patrol aircraft deployment plan (for example, number of patrol aircrafts needed, number and location of aircrafts available, pilot resources available, timing of patrols).
- Determine 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.
- Approve and manage movement/re-deployment of all aviation assets through coordination of the Operations Section Chief.
- Coordinate with Cal OES on support with mutual assistance aircraft.
- Coordinate with Cal Fire on communications and access to airspace where they have Temporary Flight Restrictions (TFR).

- Report out on mission capable status of aircraft and pilots.
- Coordinate with Electric Operations on patrol aircraft location while inflight and during the patrol duty day.

8.3.2 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 at an Incident Command Post.

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 coworkers who have the authority to make decisions on behalf of Gas:

- Interface with the Electric Branch Director and others in the EOC to develop strategic level response, repair, and restoration strategies.
- Provide updates for Gas Operations at the EOC Command and General Staff meetings.
- Report out for Gas Operations at the command and general staff meetings.

8.3.3 Electric Distribution Operations Branch

The Electric Distribution Operations Branch 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.

The Electric Distribution Branch Director directs the work of the Regional Emergency Centers, so they can perform tactical planning, mobilize resources within their areas, and guide multiple Operations Emergency Centers in the field performing restoration activity.

8.3.4 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 is responsible for the following

- Verify that the Vacaville Grid Control Center (VGCC) is in close coordination with the California Independent System Operator (CAISO) for operational communications.
- Verify 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, notify the Chief of Staff and/or Liaison Officer.

8.3.5 Vegetation Management Branch

The Vegetation Management Branch Director (VMBD) reports to the Operations Section Chief. The VMBD supports the planning and implementation of risk reduction efforts carried out by internal and contracted Vegetation Management resources during Major Emergency response. This includes the inspection and mitigation of vegetation that has caused damage or poses a risk to people or PG&E assets. The VMBD is responsible for the following:

- Develop operational objectives reflecting vegetation response in the field.
- Coordinate with local and Regional Vegetation Management Emergency Center representatives to ensure alignment of operational objectives and adequate resources.
- Prioritize assignments and allocations when resources and/or equipment are limited.
- Establish a cadence of receiving and reporting progress on field operations from Vegetation OEC and REC leads.
- Provide relevant updates to EOC sections, including Operations, Planning, and Customer upon request.
- Coordinate with the Safety Officer to provide safety messaging and observation of coworkers in the field.
- Provide the Public Information Officer (PIO) and Liaison Officer details regarding emergency vegetation work conducted to communicate to communities and public agencies.
- Ensure vegetation management work performed during response complies with all existing state and federal vegetation standards and requirements.
- Work with Vegetation REC and OEC leads, the EOC Operations Section Chief, Safety Officer, and Logistics Section Chief to ensure field crews are properly equipped and trained for conditions.

8.3.6 Power Generation Branch

The Power 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 Power Generation Branch includes the following:

- Nuclear Technical Specialist
- Energy Supply Group
- Power Generation

In the event of a generation emergency, the Power Generation Branch restores or replaces electric supplies to satisfy retail load and for managing the emergency at the plant level.

8.3.7 Nuclear Technical Specialist

In the Emergency Operations Center (EOC), the Nuclear Technical Specialist falls under the Power Generation Branch Director and is responsible for the following:

- Receive and communicate information to and from PG&E nuclear facilities.
- Provide updates to nuclear facilities regarding Company EOC status and response efforts.
- Explain nuclear situations and terms to the EOC members, as necessary.
- Coordinate with Nuclear Liaison upon their arrival at the EOC if an emergency has been declared at the 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 covers the following:

- 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 Coworker Accountability
- Resource Allocation and Administration
- Public Information

The DCPP Emergency Plan is available upon special request from the DCPP Emergency Planning[24] intranet website.

8.3.8 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.

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

The IT Branch is responsible for the following:

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

8.3.9 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. They are responsible for the following:

- Develop event-specific temporary generation plans once PSPS is forecast for a given area, route the plans through ICS approval, and delegate execution of approved plans.
- Adapt plans as needed to align with the evolving event scope.

8.4 Intelligence and Investigations Section

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

- 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 I&I Section is responsible for the following:

- Maintain a template for tracking damages and hazards.
- Tailboard the use of the template with the potentially impacted divisions.
- Receive and aggregate the templates (including photos) into a single spreadsheet with all damages and hazards.
- Activate for PSPS, physical security and/or cybersecurity incidents.

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

Details on PSPS, physical security, and cybersecurity related I&I roles, responsibilities and organization components are in the Public Safety Power Shutoff Annex (EMER-3106M), Physical Threat Annex, (EMER-3110M) and Cybersecurity Annex, (EMER-3102M).

8.5 Planning Section

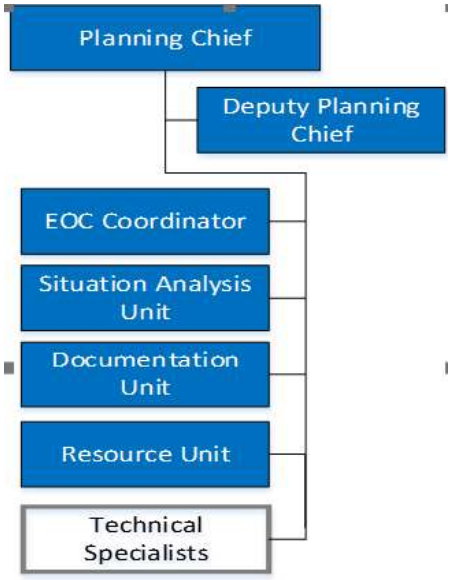
The Planning Section is responsible for the following:

- Collect, evaluate, and display incident intelligence and information.
- Prepare incident action, long-range, contingency, and demobilization plans.
- Gather situational intelligence, maintain incident documentation, and track resources assigned to the incident.

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

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

Figure 8-5: General Staff – Planning



8.5.1 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 is responsible for the following:

- Coordinate with the directors of EP&R R&O and EOC Operations and Response, IT team, Corporate Security, and facilities.
- Execute tasks listed on Activation and Deactivation Checklists within one-hour of activation and deactivation time.
- Serve as Everbridge notification lead.
- Ensure vehicular, pedestrian, and interior EOC signage are functional, deployed and moved.
- Ensure operational understanding of Vingtor gate access phone system.
- Assist Safety Officer with briefing preparation, answers to questions, and helping to familiarize Safety coworkers with facility layouts, evacuation routes, rally points, and 9-1-1 details.
- Work with IT Computer Field Analyst (CFA) and A/V Leads to support use of resources, e.g., video wall, smart boards, computer peripherals, and printers/plotters.
- Facilitate EOC facility operational flow and related staff guidance.
- Track EOC supply usage and reports to EP&R facility leads for resupply.
- Watch for signs of staff stress and assisting Safety Officer in implementing wellness programs and processes.
- Support staff administratively throughout emergency activations.
- Generate 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.

8.5.2 Situation Unit

The Situation Unit is responsible for the following:

- Collect and analyze incident information.
- Develop situation and intelligence reports.
- Ensure that displays contain accurate information.
- Participate in the operational planning process.

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

Depending on training and qualifications, 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 the EOC.

8.5.3 Documentation Unit

EP&R R&O uses a dedicated EOC SharePoint site as the system of record for EOC documents. During activations, the Documentation Unit within the Planning Section maintains the process of creating, providing guidance to EOC coworkers, and saving all documents and records for the active incident or event. For each EOC activation, the EOC Documentation Unit and EP&R R&O follow PG&E policies and procedures on documentation creation, use, and retention. This includes management and use of Incident Command System (ICS) forms consistent with EMER-2004S-EOC Documentation Standard. The Documentation Unit is responsible for the following:

- Oversee 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.
- Prepare, assemble, and distribute the EOC Action Plan for each operational period.
- Capture, as needed, meeting notes, action items and decision records.

8.5.4 Demobilization Unit

The Demobilization Unit Leader reports to the Planning Section Chief and is responsible for maintaining the status of all demobilizing resources at incident locations. When activated, primary responsibilities include:

- Determine objectives, priorities, and constraints on demobilization.
- Review incident resource records to determine scope of the demobilization effort.
- Identify surplus resources and probable release times.
- Prepare the Demobilization Plan.
- Monitor implementation of the Demobilization Plan, such as ensuring completion of the ICS 221 Form.

8.5.5 Resource Unit

The Resource Unit Leader reports to the Planning Section Chief and is responsible for the following:

- Maintain the status of all assigned resources at incident locations.
- Track and analyze resources assigned to the operation.

- Develop and maintain the Incident Organization Assignment List (ICS 203) and Organization Charts (ICS 207).
- Establish check in/out functions at the incident locations (RECs, OECs, and base camps) and 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).

8.5.6 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 Emergency Management Organization (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:

- Business Continuity
- Business Technical Specialists
- Geosciences
- GIS mapping
- IT Tech Specialists
- 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 Scoping Specialist support for capacity shortage events.

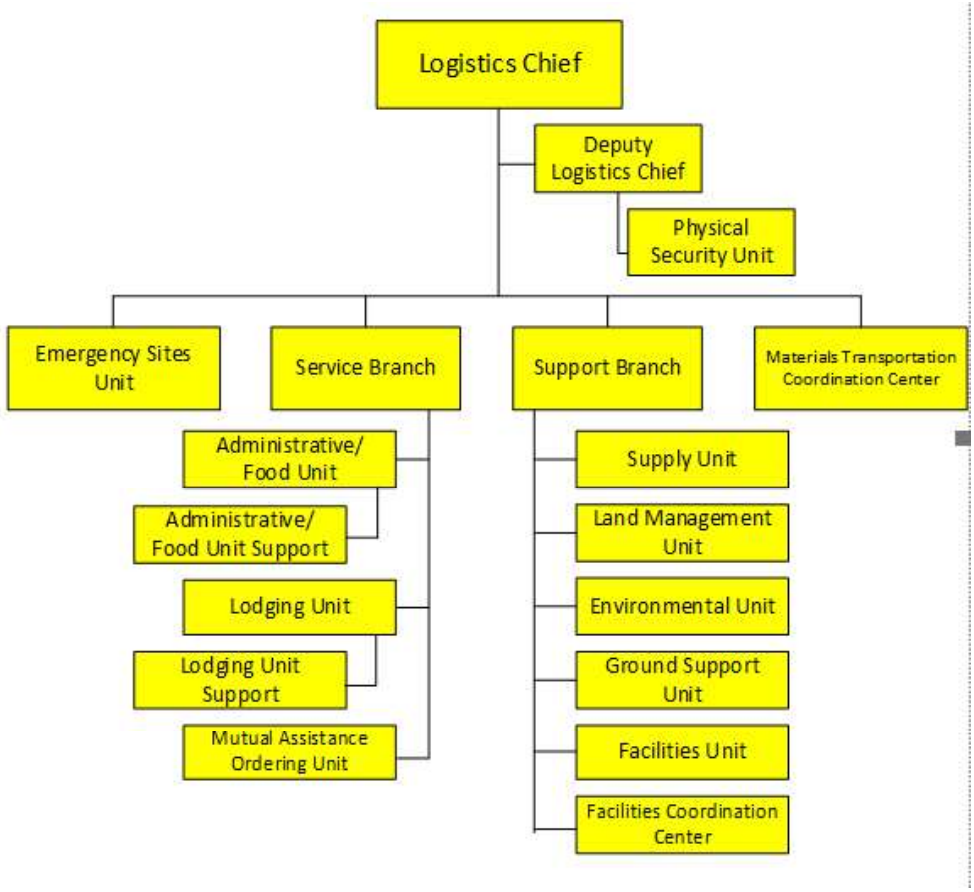
8.6 Logistics Section

The Logistics Section Chief oversees the Logistics Section which consists of the Deputy Logistics Section Chief, the Service and Support Branches, Emergency Sites Unit[25], and may include the Materials and Transportation Coordination Center (MTCC) and the Facilities Coordination Center (FCC) 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

[25] 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.

equipment for incident coworkers. Figure 8-6 shows Logistic support coworkers at the EOC.

Figure 8-6: General Staff – Logistics Section



8.6.1 Service Branch

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

Admin/Food Unit

- Obtain event accounting for Emergency Operations Center (EOC) food expenditures including the Incident Commander's (IC) written approval.
- Order food as necessary for EOC staff and other PG&E facilities as requested,
- Maintain stocks of perishable and non-perishable items in the EOC facilities, including replenishing of items before, during, and after activations and exercises.
- Partner with Logistics Chief and Reporting Lead to maintain day-ahead forecast and operational headcount of all EOC staff members for meal counts.

- Assist in support of Reporting Lead, as necessary.

Lodging Unit

- Arrange lodging for EOC PG&E coworkers and field operations coworkers as requested.
- Support obtaining temporary housing for customers, coworkers and retired coworkers as needed.
- Coordinate with third party hotel service provider to secure lodging.

Mutual Assistance Ordering Unit

- Ensure PG&E's MA resource needs are met with regional or industry mutual assistance association and/or group resources.
- Oversee receipt and documentation of in-coming MA crews.
- In coordination with Planning Section Resource Unit Leader, check in and account for MA crews before assignment to incident operations.
- Ensure incident or event activation briefings and databases reflect accurate MA resource information.
- Ensure that all MA POs are created timely and are posted on the EOC PO log.
- Track open POs and ensure timely receipt of POs and accruals of costs as needed.

Physical Security Unit

- Ensure security of company coworkers and assets.
- Centrally manage PG&E security contracts.
- Provide security for temporary emergency sites, such as base camps, staging area, micro sites, materials laydown areas, and CRCs.
- Coordinate with law enforcement agencies.
- Report to the Intelligence and Investigations Section during a cybersecurity incident.

Emergency Sites Unit

- Support the setup of base camps, staging areas, micro sites, materials laydown areas, and CRCs.
- Contact and coordinate with emergency service providers for all equipment and service needs.
- Work with Land Acquisition and Environmental Services to identify and establish agreements for use of property as needed.
- Track open POs and ensure timely receipt of POs and accruals of costs as needed.

- Ensure that all POs 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.

8.6.2 Support Branch

- Maintain and submit incident documentation (such as the ICS 214 Unit Log, reports, talking points, documents, notes, drafts, and other materials) to the Documentation Unit for review.
- Oversee the Support Branch comprised of the Supply, Land, Environmental, Ground Support, and Facilities.

Supply Unit

- Oversee and coordinate all Logistics purchasing activities for materials and services.
- Ensure that POs are created for materials and services in a timely and accurate manner and are listed on the EOC PO log.
- Act as a liaison between PG&E and critical suppliers.
- Coordinate emergency materials requests with other utilities.
- Track and expedite open POs and ensure timely delivery and receipt of POs and accruals of costs as needed.
- Work with suppliers as needed to resolve all supplier related issues.

Land Management Unit

- Maintain situational awareness of potential land issues.
- Coordinate with Land Acquisition coworkers on all land related needs.

Environmental Unit

- Maintain situational awareness of potential environmental issues.
- Provide 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 public lands managed by a state or federal agency must check the Federal and State Agency Land Closures to verify that area where work will be conducted is in fact open for access.

Ground Support Unit

- Arrange for services/repairs of vehicles and equipment.
- Arrange and coordinate shuttling services.
- Manage vehicle and equipment rental requests.

- Manage vehicle/equipment fueling requests.
- Coordinate deployment of Mobile Command Vehicles (MCVs).

Facilities Unit

- Ensures efficient operation of the Facility Coordination Center (FCC)
- Activates and briefs FCC coworkers 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

8.7 Finance and Administration Section

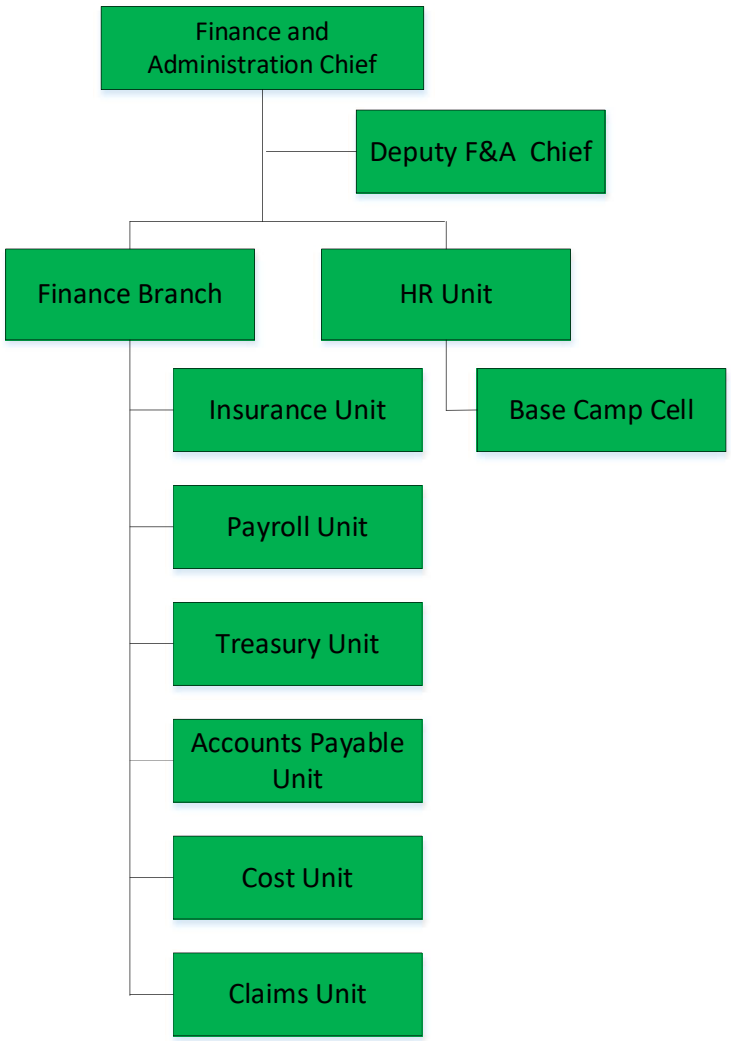
Human Resources and Finance coworkers are assigned to Finance and Administration Section emergency roles. HR and Finance coworkers share the assignment responsibility for the Section Chief and Deputy Section Chief emergency roles. The Finance and Administration (F&A) Section Chief is an EOC General Staff emergency role and leads the section. During all-hazard response incidents, the F&A Section Chief is responsible for finance and human resource support.

The F&A Section is comprised of the Finance Branch and Human Resources (HR) Unit:

- Finance and Administration Section Chief
- Deputy Finance and Administration Section Chief
- Human Resources Unit Leader and support staff
- Human Resources Base Camp Cell Manager and support staff
- Finance Branch Director support staff

For more information about the HR Unit, see the Human Resources Annex (EMER-3006M).

Figure 8-7: General Staff – Finance and Administration Section



8.7.1 Human Resources Unit

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 F&A Section Chief and HR Unit Leader determine which HR emergency roles are activated.

The unit is responsible for the following:

- Receive activation support from and coordinate with the HR Emergency Management Support Group (HR EM SPT GP).
- Monitor the need for other emergency role activation to support HR emergency response requirements.
- Maintain Finance and HR joint situational awareness, support EOC meetings to brief related information, and conduct EOC main floor required administrative actions.

- Determine HR emergency role activation, applicable emergency role response posture, HR ER TM operational period support (i.e., 12-hour or 24-hour periods/shifts).
- Conduct check-in processes and receive initial briefings from activated HR leadership.
- Approve and coordinate HR incident objectives and support requirements with HR coworkers located in the HR EOC when activated.
- Develop, manage input, and distribute the HR Common Operating Picture/HR leadership message, EOC action plan, and EOC situational awareness report essential elements of information throughout the activation.
- Validate HR emergency response team staffing.
- Inform the EOC Safety Officer with known workforce injuries, deaths, counselling, and safety incident awareness.
- Monitor the need for and coordinate impacted coworker analysis, emergency messaging, and disaster support.
- Monitor the need for and coordinate HR Help Line or EAP counselling support.
- Monitor the need to develop and approve ad-hoc HR policy modifications.
- Monitor the need to and synchronize efforts with the PSEA Emergency Assistance Fund program.
- Support 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.
- Support the HR Common Operating Picture (HR COP)/leadership message process.
- Manage the HR Activity Tracker.

HR Unit Leader span of control and HR Base Camp Cell emergency roles are activated only when required and in the virtual/remote response posture. HR Base Camp Cell core capabilities are available to the Base Camp Incident Commander when activated.

8.7.2 Finance Branch

The Finance Branch is responsible for the following:

- 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 coworkers.
- Compile 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.
- Partner with Electric Distribution Emergency Recovery and EP&R to perform multiple tasks that help ensure costs are captured correctly, including MEBA / CEMA qualification audits and timely closing of EOC orders.
- Partner 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 has the following primary responsibilities:

- Ensure that all financial records are maintained throughout the event or disaster.
- Schedule Finance Branch staff.
- Develop a financial forecast
- 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.

Insurance Unit

- Maintain insurance policies for incidents over a certain dollar threshold.
- Validate that PG&E's insurance carriers are aware of the incident, and ultimately that our claims for reimbursement are filed in a timely manner.

Payroll Unit

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

Treasury Operations Unit

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

Accounts Payable Unit

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

Cost Unit

- Ensure that individuals, at the REC and OEC levels, who are responding to the incident have the correct charging guidelines and are aware of the appropriate field orders to be used when charging their time.

- Coordinate Finance & Administration with RECs, OECs, and DSRs.
- Work with EOC Finance Chief and Deputy to compile a forecast (with updated unit costs and assumptions) that provides an accurate estimate of total cost to be incurred (expense and capital).

Claims Unit

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

9 Emergency Facilities

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, coworkers 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.

Emergency facilities maintained by PG&E include emergency centers, control centers, and support and coordination centers.

In addition to the above, emergency sites may be established to support the event/incident.

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.

9.1 Emergency Centers

During significant incidents, PG&E may activate additional emergency centers to support response activities. Emergency centers facilitate the following:

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

9.1.1 District Storm Rooms

As described in CERP Electric Annex, EMER-3002, District Storm Rooms (DSRs) are tactical emergency centers where company coworkers direct emergency field restoration activities (i.e., troubleshooters, gas service representatives [GSRs], meter technicians, estimators, mappers, and field operation crews). DSR coworkers may report to the Operation Section of an OEC if one or more OECs are activated. DSRs are typically located in service centers.

9.1.2 Substation Transmission Operations Emergency Center

The Substation Transmission Operations Emergency Center (STOEC) coworkers provide field information to the Electric Transmission Emergency Center (ETEC) 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 workforce and equipment support, and other technical support as required in support of impacted operating departments.

9.1.3 Electric Transmission Emergency Center

The Electric Transmission Emergency Center (ETEC) coworkers provide support to the PG&E Vacaville Grid Control Center (VGCC) and the Rocklin Grid Control Center (RGCC). ETEC coworkers coordinate with system protection coworkers, 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 EOC is activated, ETEC coworkers will report to the Electric Transmission Operations Branch Director.

9.1.4 Operations Emergency Center

PG&E has 19 division-level OECs located strategically throughout the company service territory in support of Electric Operations. When activated, OEC coworkers direct and coordinate coworkers, including DSR coworkers, and are responsible for damage assessments, secure hazardous situations, restore service, and communicate 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.

9.1.5 Regional Emergency Center

When activated, Regional Emergency Center (REC) coworkers manage the regional response to an electrical incident. REC coworkers 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 in one region or coordinate resource movement between regions or mutual assistance crews from outside the company. As an incident escalates, REC coworkers become the point of contact for information for incidents in the impacted region.

9.1.6 Gas Emergency Center

Gas Emergency Center (GEC) coworkers 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 an EOC activation, GEC coworkers report to the Gas Operations Branch in the EOC.

The GEC serves as both the primary emergency center and regional emergency center for Gas Operations. Unlike Electric Operations, the GEC has no equivalent emergency facility at the regional level.

9.1.7 Emergency Operations Center

The VERC is PG&E's primary physical emergency operations center. 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 San Ramon Valley Conference Center (SRVCC).

At the EOC, multiple functional units come together to assess impacts on PG&E, coordinate incident command, and in the case of lower-level incidents, provide support to other emergency centers. See Section 8 for more information.

9.2 Control Centers

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

9.2.1 Distribution Control Centers

Coworkers operating out of PG&E's three DCCs – one in the North, one in Central, and one in the South portion of the service territory—monitor and manage the real-time operation of the electric distribution grid, including both planned and emergency outages. The three facilities are staffed 24/7/365 and have the capability to transfer control to the three facilities during periods of peak activity for continuity of operations. If an outage occurs, the Distribution Operator (DO) coworkers in the DCC directs field-level coworkers restoring service to:

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

9.2.2 Vacaville Grid Control Center

Coworkers 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)[26], the VGCC is staffed 24/7/365. VGCC coworkers have direct contact with the CAISO to monitor power flows, coordinate clearance requests and establish system restoration priorities.

9.2.3 Gas Control Center

Coworkers 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 24/7/365, to ensure that it is received and delivered safely and reliably to customers. GCC coworkers manage and operate the gas transmission and distribution systems in accordance with federal regulations such as 49 CFR § 192.631, "Control Room Management."[27]

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

9.2.4 Enterprise Network Operations Center

Coworkers 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:

- Monitor IT and Cybersecurity infrastructure and critical systems.
- Manage IT and Cybersecurity incidents and events.
- Perform IT and Cybersecurity incident escalation and clearances (IT systems change management).
- Support IT and Cybersecurity Operations.

9.2.5 Vacaville Security Control Center

Coworkers 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.

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[26] 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.

[27] 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.

9.2.6 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 24/7/365 security monitoring.

9.2.7 Support and Coordination Centers

In addition to the facilities above, PG&E may activate FA-level coordination centers (Table 9-1) to assist and augment the EOC and PG&E's restoration, customer service, and communications efforts. When activated, coordination center coworkers will report to parent command or operation functions in the EOC. The table below describes these centers, their functions, and who has the authority to activate (in bold).

Table 9-1: Support and Coordination Centers

Initials	Coordination Center Function	Activation Authority
CCECC	**Customer Contact Emergency Coordination Center** • Coordinate response to emergencies through the WFM Routing Team. • Compile and report facility, operational, and customer status information.	**Manager, Customer Technology and Call Routing** Customer Strategy Officer PIO
FCC	**Facilities Coordination Center** • Communicate facility impacts to the EOC and/or GEC. • Dispatch civil engineers and building and environmental support specialists to inspect damaged facilities. • Coordinate with the other centers to identify and address critical facility issues affecting emergency response. • FCC is staffed by CRESS, Geosciences, and Substation Engineering.	**Director of Corporate Real Estate** EOC Logistics Section Unit Leaders
ITCC	**Information Technology Coordination Center** • Manage IT infrastructure, applications, cybersecurity, and telecommunications during emergencies. • Manage major technology interruption. • Develop and implement the overall response through technology assessment and restoration. • Support response to cybersecurity incidents through the guidance and strategy established by the Intelligence and Investigations Section. • Provide support services to Emergency and Coordination Centers and the EOC. • Support the ITEC in managing the deployment of telecommunications, technology and end user support at basecamps, Mobile Command Vehicles (MCV), Community Resource Centers and other field locations. • Support the ITEC in managing the 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

Initials	Coordination Center Function	Activation Authority
MTCC	**Materials and Transportation Coordination Center** • Coordinate materials requirements, procurements, and transportation activities. • MTCC is 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** • Provide clerical and estimating resources support.	

9.3 Emergency Field Sites

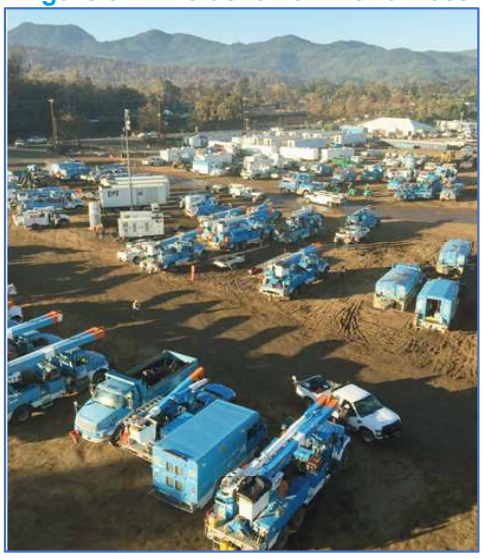
Emergency field sites are temporary work sites established in the field, close to the incident. The proximity to the incident enables more efficient response. The most common types of field sites are base camps, micro sites, staging areas, materials laydown areas, rally safety point, landing zones, and community resource centers (CRCs).

EMER-3005S-01-Emergency Field Site Request and Approval standard describes the requirements and the request and approval process for an emergency field site in response to an emergency event or incident. To request an emergency field site, visit the Emergency Site Request Portal and submit a request form. Refer to the Logistics Annex, (EMER-3005M) for more information on emergency field site facilities, resources, and capabilities.

The Incident Command Post (ICP) is set up for the primary tactical-level, on-scene incident command functions. During a minor incident, activities of on-scene response coworkers are typically managed at a gas or electric ICP location.

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 9-1: Incident Command Post



9.4 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 ICP or an emergency center, if warranted. MCVs help facilitate communication between response crews, command staff and government agencies. Transportation Services (TS) and IT coworkers work together to ensure that the MCVs operate properly.

The following types of MCVs are available:

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

Refer to EMER-4010S-MCV Standard for vehicle equipment specifications (e.g., size, fuel capacity, generator run time, and installed equipment, including radios, phones, workstations, printers). Refer to TRAN-3040M MCV Management and Deployment for Fleet Operations support and staffing processes.

9.5 Customer Support Units (CSU)

Customer Care has three CSUs that can be deployed during emergencies (e.g., EOC or OEC activation, or large emergency incidents). Refer to EMER-7001P-02 CSU Ford Transit Operating Procedure for more information. The Customer Support Unit Reservation Form is used to reserve the units (also located on the CSU wiki page).

9.6 HAWC EARS Rapid Deployment (HERD) Trailers

HAWC Enterprise Advanced Radio Service (EARS) Rapid Deployment (HERD) units are mobile vehicle-towed trailers deployed for remote monitoring of emergency incidents/events. PG&E covers a large service territory and does not have direct access to public safety radio systems or complete ALERTCalifornia camera coverage. HERD trailers equipped with external audio and visual feeds provide essential, real-time information that may otherwise be inaccessible, enhancing situational awareness and decision-making for PG&E both on and off the location of events throughout the service territory.

HERD units (Figure 9-2) are equipped with power and internet connections, including backup systems. Two units are available with the following capabilities:

- Two real-time imagery cameras for online monitoring via ALERTCalifornia or private service
- Radio scanners for online monitoring of public-safety agency communications via Broadcastify

Figure 9-2: HERD Trailers

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10 External Relationships

This section follows PG&E's emergency planning assumptions stated in Section 1.6 Generally, situations are best handled at the local level. Thus, this section is arranged according to relationship proximity (e.g., local community-based groups precede state and federal organizations).

Industry and professional organizations having an established relationship or contract with PG&E will be listed first as shown below, because they may span local, state, national, and international boundaries.

- Industry
- Community-based organizations (CBOs)
- Local governments
- State government
- Federal government

10.1 Industry

10.1.1 Collaboration with Other Utilities

PG&E works collaboratively with other utilities and participates in several benchmarking forums to identify best emergency management practices. These include but are not limited to:

10.1.2 California Utility Emergency Association

The California Utility Emergency Association (CUEA) is a membership network (requires fee to join) for California utilities and include electric power, water and wastewater, communications, fuel, and gas. They facilitate coordination among the critical utilities with other partners and stakeholders.

PG&E is a CUEA member and a signatory to the CUEA Mutual Assistance Agreement. As an agent of the State of California through a memorandum of understanding with the California Governor's Office of Emergency Services (Cal OES), the CUEA provides support to the Business and Utilities Operations Center and ESF 12 Utilities Annex support for gas, electric, water, wastewater, telecommunications (including wireless), and petroleum pipeline utilities. PG&E, along with other California utilities, is a CUEA expert in gas and electric service outage response and restoration of service.

10.1.3 Collaboration with Utility 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 given below:

- 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.

10.2 Community-Based 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. Consistent with EMER-7001S, PG&E collaborates and leverages community-based organizations (CBOs), typically NGOs, usually supporting people affected by emergencies and disasters:

They provide outreach, education, and resources, including but not limited to, portable batteries, emergency planning, food replacement, transportation, lodging accommodations to support electric-dependent customers during emergencies and extended outages.

Community-based voluntary organizations (CBOs that leverage volunteers) 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 (CAVOAD) serves as a forum where organizations share knowledge and resources throughout a disaster's lifecycle to help communities prepare for and recover from disasters. NorCal or SoCal VOAD[28] may coordinate among non-profits, CBOs, government agencies, and for-profit companies.

PG&E's main community partner for emergency and disaster response activation is the American Red Cross (ARC). The ARC provides ongoing safety and emergency

[28] Not all voluntary organizations coordinate through a VOAD.

preparedness education and training to vulnerable communities within PG&E's service territory, and the ARC also provides formal emergency response services when a county or city proclaims a local emergency. PG&E supports the ARC's emergency response services to help PG&E customers in impacted communities. Typically, this involves PG&E supporting the ARC's shelter activations.

10.3 Local Government Operational Areas

Local governments (counties, cities, and special districts[29]) respond to protect lives, property, and the environment during an emergency. They deploy field-level emergency response coworkers 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. In California Law, the operational area is defined as an intermediate level of the state emergency services organization. It is comprised of the county geographic area and all of the political subdivisions contained within it[30]. Comparable to PG&E's division, region, and EOC level incident management organization, SEMS[31] establishes a multi-tier mutual assistance structure.

The California Emergency Services Act[32] authorizes each county Board of Supervisors to designate an Operational Area (OA) lead agency to serve as primary point of contact and coordinate emergency response. In most counties, an OA lead agency is the county, represented by their 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 performs the following:

- Coordinate planning for the Operational Area and activates the Operational Area EOC and emergency operations plans.
- Coordinate among local "political subdivisions" and the regional level of state government.
- Maintain communications with the state Regional Emergency Operations Center (REOC), local emergency operations centers, and other agencies.
- Request resources (except fire and law enforcement) from the state, as needed.

During EOC activations, PG&E's public safety specialists may serve as a PG&E Agency Representative (AREP)[33]. Their responsibilities include coordinating and integrating PG&E's response at the operational area level. For larger events, PG&E Local Government Affairs may also act as a PG&E-assigned AREP at the operational area level EOC.

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[29] Title 19 California Code of Regulations (CCR) §2900(y)
30 California Government Code §8559, §8605, CCR Title 19 CCR §2409
31 Standardized Emergency Management System | California Governor's Office of Emergency Services
[32] Government Code §8605,
33 Individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

10.4 California State Government

The State of California 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), including California Emergency Support Function (ESF) 12 Utilities Annex capabilities.

10.4.1 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).

10.4.2 Office of the Governor

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

The California Governor's Office of Emergency Services (Cal OES) coordinates California state agency response to events:

- Implement and maintain 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."
- Manage the State Operations Center (SOC) and the three Regional Emergency Operation Centers (REOC). When activated, the SOC is the primary point of coordination for all state agencies during emergencies.
- Maintain the State Emergency Plan (SEP).
- Support OAs with response and recovery efforts.

10.4.3 California Energy Commission

The California Energy Commission (CEC) is the state's primary energy policy and planning agency and is responsible for the following:

- License all thermal power plants over 50 Megawatts.
- Oversee funding programs that support public interest energy research.
- Advance energy science and technology through research, development, and demonstration.
- Provide market support to existing, new, and emerging renewable technologies.
- Forecast future energy needs used by the CPUC in determining the adequacy of utilities' electricity procurement plans.

10.4.4 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.

10.4.5 California Public Utilities Commission

The California Public Utilities Commission (CPUC) regulates investor-owned electric and natural gas utilities operating in California[34]. CPUC Decision 18-08-004 now requires utilities to implement Emergency Consumer Protections for electric and gas residential and non-residential (small business) customers upon a declaration of a state of emergency. These include (among others):

- Discontinue billing.
- Prorate any monthly access charges or minimum charges.
- Implement payment plan options for residential customers.
- Suspend disconnection for non-payment and associated fees.

10.4.6 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" and may perform the following:

- 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.

10.4.7 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.

- Provide 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.

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

10.4.8 California Independent System Operator

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

- Handle an estimated 35 percent of the electric load in the West.
- Manage the flow of electricity for about 80% of California.
- Monitor the transmission system at all times.
- Operate 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

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.

10.5 United States Federal Government

The federal government provides support and coordination to states requesting assistance from the president during emergencies and disasters. Below are various bodies, departments, and agencies that create the framework for that assistance.

10.5.1 United States Congress

The House of Representatives and Senate are responsible for the following:

- Pass 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.

10.5.2 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 (more commonly called the National Contingency Plan or NCP, is the federal government's blueprint for responding to both oil spills and hazardous substance releases). They provide 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.

This is the parent agency of the Federal Emergency Management Agency (FEMA). Thus, is also supported by the United States Coast Guard (USCG), a military service and a branch of the armed forces of the United States positioned within 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 emergencies at DCPP.

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

10.5.3 Federal Emergency Management Agency

The Federal Emergency Management Agency (FEMA) is a branch of DHS and has oversight of security for all gas-related incidents and requires timely notification following a gas-related incident:

- Serve as the coordinator of federal resources.
- Coordinate 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:
    - Outline 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.
    - Provide mechanisms for an expedited and proactive federal response to prevent, prepare for, respond to, and recover from incidents.
    - Organize the federal response into 15 Emergency Support Functions (ESFs), grouping capabilities and resources into functions of the primary and support agencies.

FEMA is responsible for the maintenance and implementation of the Robert T. Stafford Act (42 U.S.C. 5121 et seq.). 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 implementing regulations are found in Title 44 of the Code of Federal Regulations (CFR).

10.5.4 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.

- Regulate transmission and sale of natural gas for resale in interstate commerce.
- Regulate interconnections of transmission systems with other electric systems and generation facilities.
- Regulate tariffs and conditions of service of regional transmission organizations, including CAISO.
- Monitor dam safety, including requiring the preparation of emergency action plans for dam operations.

- Approve and enforce mandatory standards governing the reliability of the nation's electricity transmission grid, including standards that are designed to accomplish the following:
    - Protect the nation's bulk power system against potential disruptions from cyber and physical security breaches.
    - Prevent market manipulation.
    - Supplement state transmission siting efforts in certain electric transmission corridors that are determined to be of national interest.

10.5.5 North America Electric Reliability Corporation

The North America Electric Reliability Corporation is the electric reliability organization for North America. This is subject to oversight by the Federal Energy Regulatory Commission (FERC) and governmental authorities in Canada and has an area of responsibility that spans the Continental United States, Canada, and the northern portions of Baja California, Mexico.

- Monitor and maintain situational awareness of the eight Regional Entities (RE) that comprise the North American Bulk Power System (BPS) to ensure reliability of the BPS.
- Monitor to ensure the reliability of the BPS in North America through system awareness.
- Develop and enforce reliability standards.
- Annually assess seasonal and long-term reliability.
- Educate, train, and certify industry coworkers.

10.5.6 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).

10.5.7 National Transportation Safety Board

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

10.5.8 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.

10.5.9 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. DOE 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 DOE's role to support energy asset owners and operators in maintaining and restoring energy systems and system components.

The department 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 and describe how the sector contributes toward the national security and resilience goals. It discusses 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.

10.5.10 Bureau of Land Management

Established under Congressional mandate, the U.S. Department of Interior, Bureau of Land Management (blm.gov) manages federal lands in California with focus on maximizing opportunities for commercial, recreational, and conservation activities.

10.5.10.1 Environmental Protection Agency

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

10.5.10.2 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 United States[35]. It 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 the 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.

[35] https://en.wikipedia.org/wiki/Western_Interconnection

11 Resource Management, Mutual Assistance, and Demobilization

11.1 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 (coworkers, equipment, materials). Refer to the Resource Management guidance procedure.

11.2 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 coworkers 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, coworkers 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.

11.2.1 Moving Resources

During emergencies, resources are ordered and managed by different roles, listed in Table 11-1.

Table 11-1: 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.

11.2.2 Vehicle and Equipment Rentals

Logistics Unit 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 vehicle and equipment rental requests. OEC, Electric REC, and GEC 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 24/7/365 days.

11.2.3 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).

- Work 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.

- Oversee 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 coworkers at the service centers.

11.2.4 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 are covered in the FA annexes.

11.3 Mutual Assistance and 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[36].

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 hazard types (EEI's Cyber Mutual Assistance Program) established through Mutual Assistance Agreements (MAAs).

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

11.3.1 Mutual Assistance Agreements

PG&E has agreements with other utilities to aid on request by furnishing coworkers, 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.
- Manage costs for coworkers and equipment that are reimbursed through a contract for service.

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)
- Western Area Power Administration Agreement (WAPAA)
- Western Energy Institute (WEI)[37]
- Western Region Mutual Assistance Agreement (WRMAA)

PG&E begins assessing the need for mutual assistance during all phases of the response.

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

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

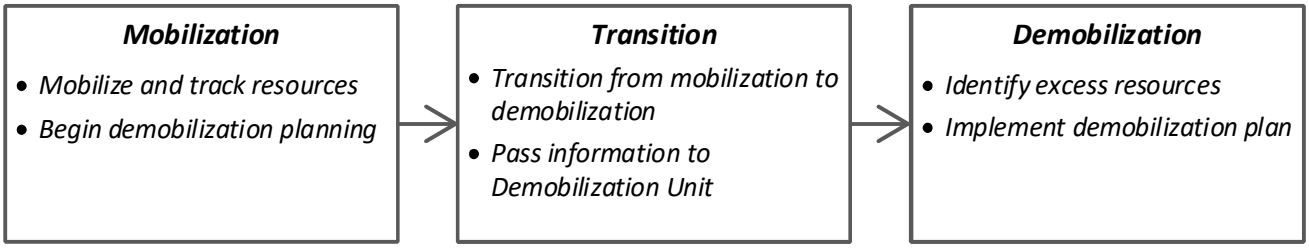
The type of work is also a factor. Personnel needed to support the emergency response may require specialized training on PG&E assets.

[37] WEI agreement is expressed through WRMAA.

11.4 Demobilization

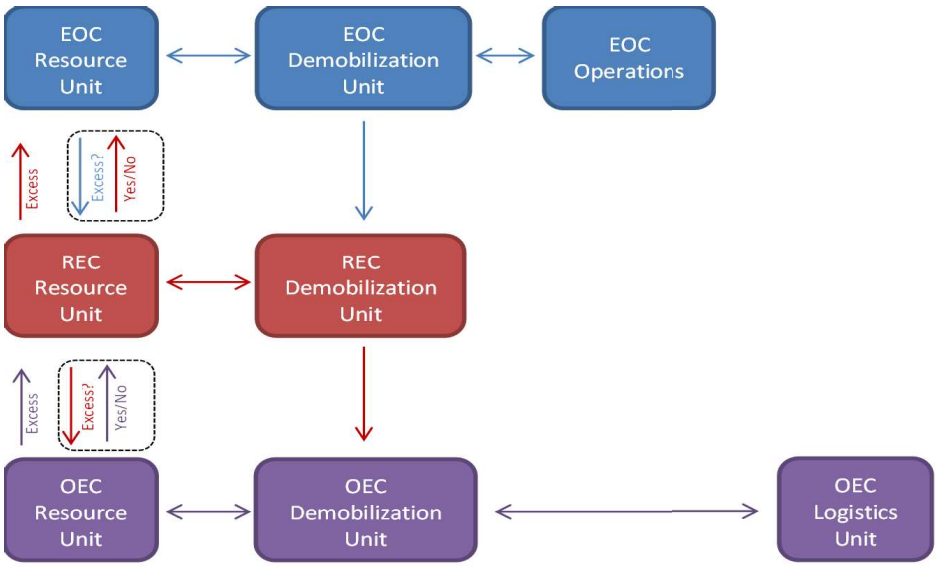
As an incident becomes stable and/or service is restored, fewer resources are required, and the demobilization process begins. Demobilization includes overseeing and validating the safe and efficient return of resources to their original location and status when they are no longer needed to support the response. To ensure coworker 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 is followed.

Figure 11-1: Progression from Mobilization to Demobilization



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

Figure 11-2: Example of a Demobilization Process



For gas and electric specific resource demobilization guidance, see the GERP and Electric Annex.

11.4.1 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, communication is essential. The ICS 221 Form – Field Employee Demobilization Release must be completed for all reporting staff.

11.4.2 Resource Unit

The Resource Unit[38] identifies excess resources in collaboration with the Section Chiefs and Demobilization Unit and informs the EOC or 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.

11.4.3 Demobilization Unit

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

- Work with Operations Section Chief and Resource Unit to identify excess resources.
- Create the demobilization plan and monitor 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 and telephone listings).
- Create and forward instructions for demobilization of field resources (e.g., order for the demobilization of resources, demobilization checklist, and safety considerations).
- Demobilize outside contract, mutual assistance crews, and out-of-region PG&E crews (i.e., communicates with the RECs who are returning and ETA).
- Notify the contract unit to release crews, call outside utilities regarding the release and timing of resources, and confirm that the count of acquired resources equals the released count).
- Keep the sending and receiving ICP/REC level 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, notify the Logistics Section and the Demobilization Unit of the excess resources.

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

12 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, 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 coworkers, 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 units, 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 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, coworkers 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 coworkers 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 coworkers 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 coworkers 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 coworkers 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 coworkers, 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 Assistance Agreement	Written agreement between agencies or jurisdictions where each agrees to assist one another on request by providing coworkers 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 coworkers 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.

Term	Definition
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.
Out-Of-Service Resources	Resources assigned to an incident but unable to respond for mechanical, rest, or coworkers reasons.
Overhead Coworkers	Coworkers 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	Coworkers 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 coworkers 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 coworkers 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.

Term	Definition
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.
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	Coworkers 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.

Appendix B. Maps and System Details

Figure 12-1: PG&E Regions and Divisions

Figure 12-2: Electric Transmission

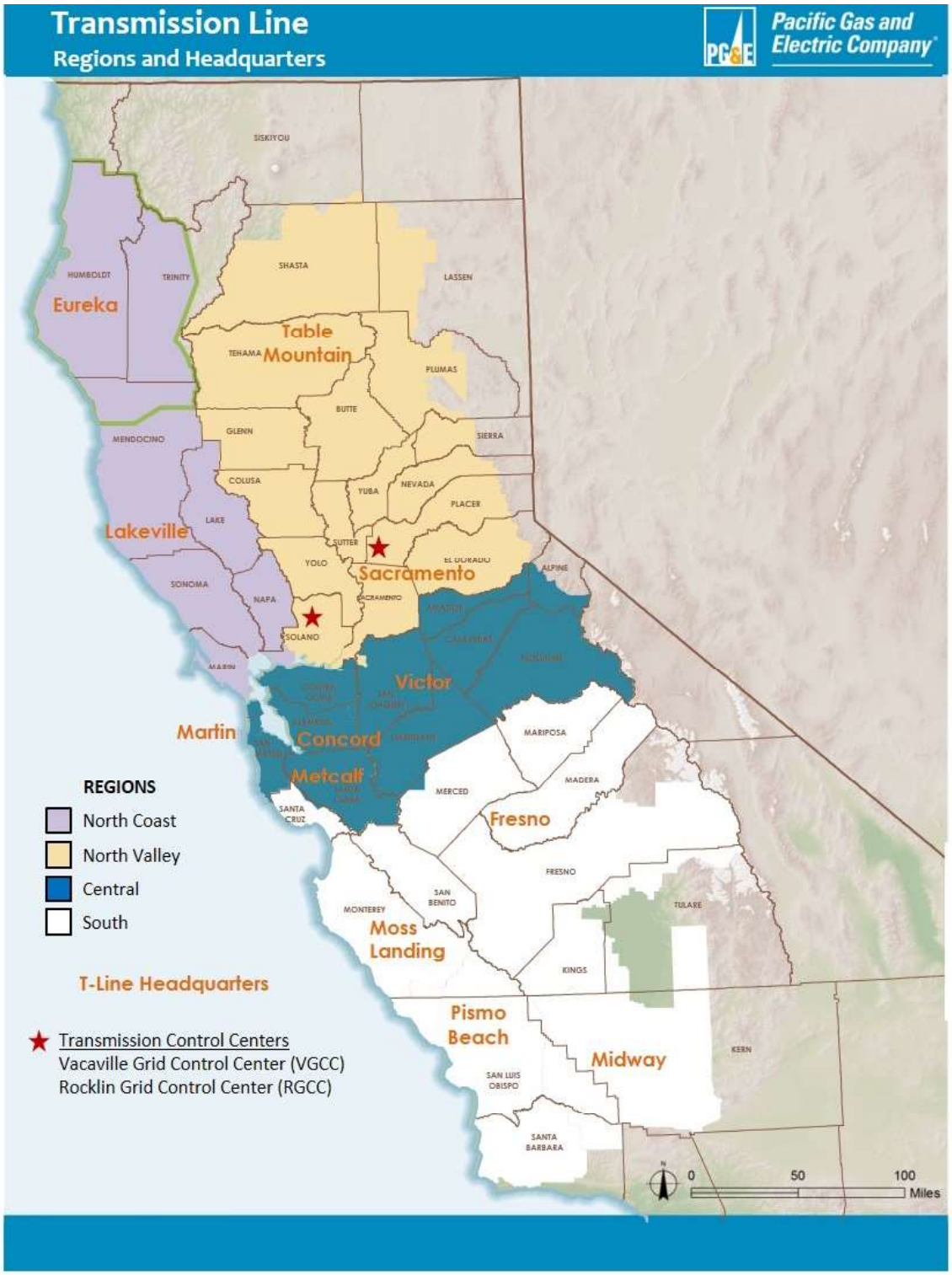

Figure 12-12-2: Gas Transmission and Distribution Operations and Construction

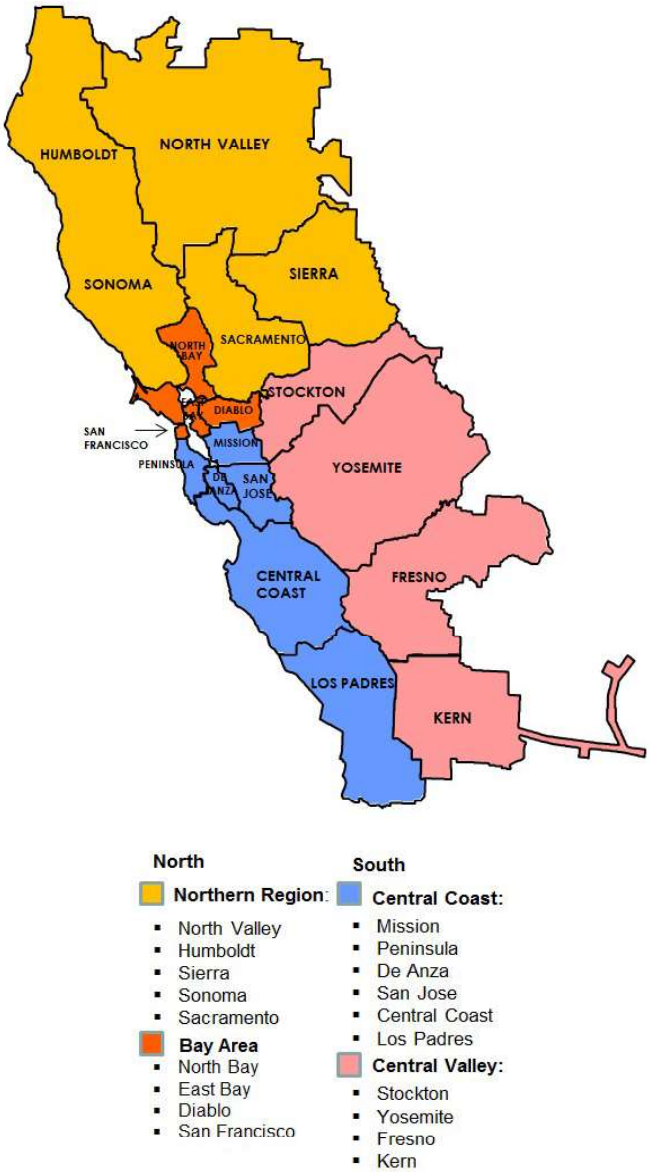

Figure12-4: Gas Transmission System

Figure 12-512-3: Generation System

Figure 12-12-4: 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 12-1 provides an outline of factors considered for level 1-5 incident/event activations.

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		Interest	(As Needed)			
astrophic tiple incidents e # customers ificant cost, nfrastructure risk and/or amage ty to conduct business mpacted	full mobilization of company resources mutual aid resources are needed	heavy media interest actual reputational risk	ICP OEC ETEC STOEC Electric REC GEC EOC CIMC	>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 ended multiple ncidents 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 CIMC	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 ncident 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 uses the Incident Command System (ICS), a component of California's Standardized Emergency Management System (SEMS), to enable the rapid expansion and contraction of its incident and event management organizations. Designed and developed by the now entitled Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program, ICS has been adopted throughout the U.S.

Developed in the early 1970s, ICS is a standardized work management structure used for incident or event operations regardless of hazard.[39] 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 coworker 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).

Maintaining a manageable span of control ensures full

Figure 12-5: PG&E Public Safety Specialists with San Mateo First Responders

[39] 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

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 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 coworkers assigned with 5 coworkers 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 coworkers 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 coworkers

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 12-6 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:

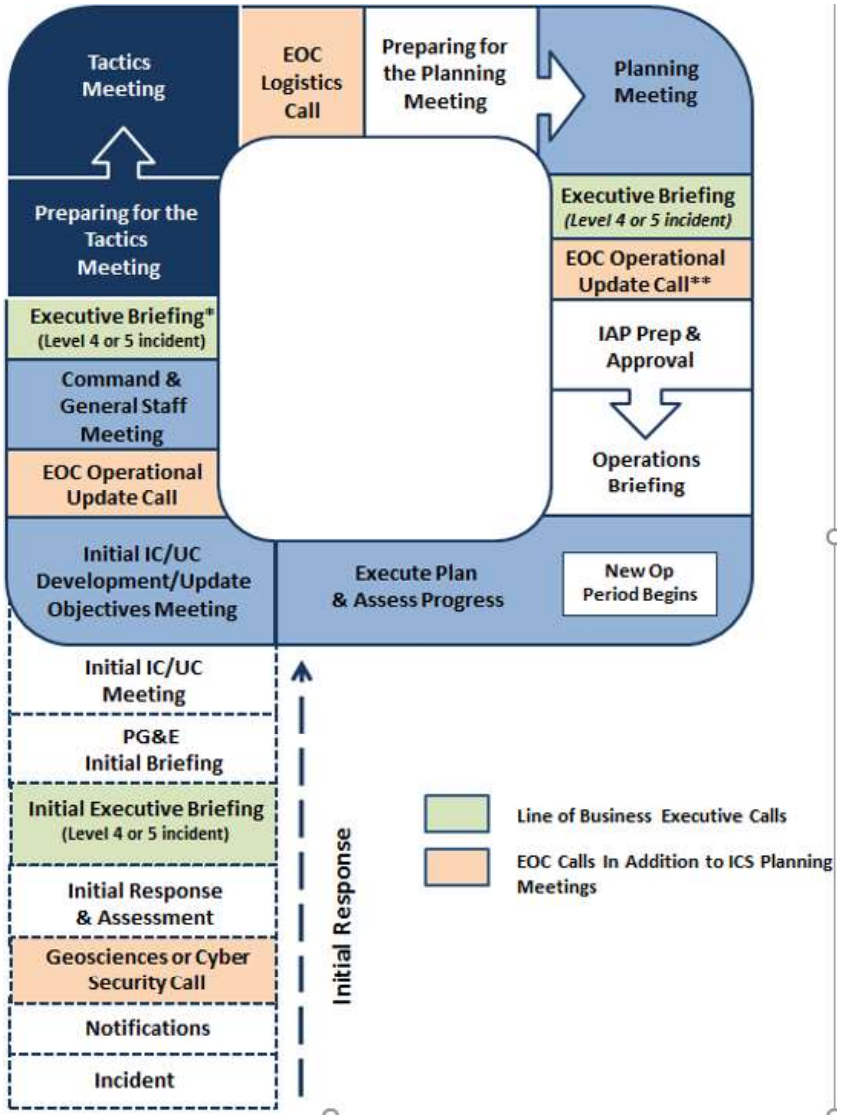
- Execute Plan
- Assess Progress, after which the cycle begins again.

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 additional meeting descriptions, templates, and samples.

Figure 12-6: 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 – Marketing and 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 12-2 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 12-2: 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	Planning Section Chief	IC/UC Command staff General staff

E.1.1 Initial Unified Command Briefing

Table 12-3 summarizes the initial Unified Command discussion items for an emergent incident involving multiple jurisdictional authorities where there are PG&E facilities involved.

Table 12-3: 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 ○ Negotiates UC participation ○ Clarifies UC roles & responsibilities ○ 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 12-4 summarizes meeting discussion items for when company executives convene for an emergent incident impacting Company operations.

Table 12-4: 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? • Coworker status? Ask questions Clarify expectations Establish time of next call	VP EP&R or designee	EOC Commander 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. The development of control objectives can be used to identify the critical focus areas that will advance the response to the incident. These should be developed by the Plans Chief and reviewed daily with the EOC or Incident Commander. For complex incidents, it may take more than one operational period to accomplish the control objectives. Objectives should be focused on elements that will directly achieve the Control Objectives. Tasks represent standard daily responsibilities of the emergency center C&G and should not be included in the IAP.

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 execution 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	CIMC Coordinator or designee		EOC Commander Director, VP 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 call with the CEO and executive leader team and is not an EOC operational call.					
It is scheduled by the CIMC Coordinator, 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[40]
- ☐ 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

[40] 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 EOC Commander/IC/UC Command and General Staff Situation Unit Leader Documentation Unit Leader Technical Specialists, as needed Additional incident coworkers as requested

E.7.3 Agenda

Pacific Gas and Electric Company

EOC Planning Meeting Agenda

Meeting Facilitator: Planning 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 Section Chief.

Specific Program Areas to Report On	Topic	Reporting
Open Call Brief Attendees on Rules of Conduct and meeting cadence	Open Meeting	Planning and Intelligence Section Chief (meeting facilitator)
Safety Incidents that have occurred within the operational period	Safety	Safety Officer
Situational Reports Reporting determined by incident type	Situation Report	Meteorology, Geoscience, HAWC, PSPS
IAP Review Review of the IAP by section to confirm objectives for the next operational period. Safey PIO LNO CSO Operations Planning Logistics Finance Intel and Investigation	IAP Objective Review and approval	Planning Chief
Finalize and Approve the IAP	All section Chiefs give verbal approval 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 Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Operations Briefing	Daily At the start of each operational period ~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

Consistent with EMER-2004S-EOC Documentation Standard rev 1.pdf, 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

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Appendix G. Phonetic Alphabet and 3-Way Communication

G.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

G.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 coworkers, 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)