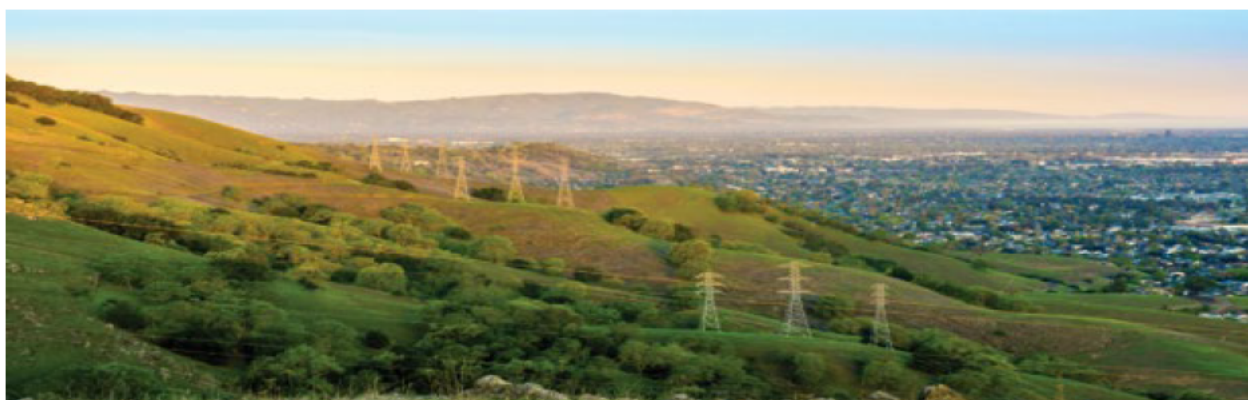




2026 Public Safety Power Shutoff (PSPS) Exercise Series

April 1, 2026 (Tabletop Exercise)
April 27 – May 1, 2026 (Full-Scale Exercise)

After-Action Report (AAR)
June 12, 2026





HANDLING INSTRUCTIONS

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APPROVALS



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EXERCISE OVERVIEW

Exercise Name	2026 Public Safety Power Shutoff (PSPS) Exercise Series	
Exercise Dates	April 1, 2026 - Tabletop Exercise (TTX) April 27 - May 1, 2026 - Full-Scale Exercise (FSE)	
Scope	This exercise series consisted of a 1-day Tabletop Exercise and a 5-day Full-Scale Exercise that simulated R5-Plus weather conditions to test PG&E's ability to prepare for, respond to, and recover from a PSPS and Wildfire (TTX only) event.	
Exercise Objectives	The overarching exercise objectives aligned to the following core capabilities: <ol style="list-style-type: none">1. Planning2. Operational Coordination3. Operational Communication4. Public Information and Notification5. Situational Assessment6. Critical Resources7. Fire Management and Suppression (TTX only)	
Threat/Hazard	R5-Plus Weather Conditions & Wildfire Ignition	
Participating Business Lines	<ul style="list-style-type: none">▪ Electric Transmission▪ Electric Field Operations▪ Information Technology▪ Electric Incident Investigations▪ Corporate Safety▪ Corporate Security▪ Corporate Real Estate Strategy and Services (CRESS)▪ Hazard Awareness & Warning Center (HAWC)▪ Customer Care▪ Marketing & Communications▪ PSPS Technology/Operations▪ Meteorology▪ Public Affairs▪ Temporary Generation▪ Finance▪ Vegetation Management▪ Power Generation▪ Aviation Services▪ Corporate Affairs▪ Supply Chain Logistics	
Point of Contact	[REDACTED] EP&R Pacific Gas and Electric [REDACTED]	



EXERCISE DESIGN AND PARTICIPATION

The 2026 PSPS Exercise Series was designed to test seven exercise objectives aligned to PG&E's Core Capabilities, which in turn align with the Core Capabilities in the National Preparedness Goal.

1. **Objective 1 — Planning:** Implement a PSPS planning cycle according to CERP procedures and ICS principles that uses the circuit information provided to conduct a PSPS and develop a restoration plan prior to receiving the "All Clear" from the Officer-in-Charge.
2. **Objective 2 — Operational Coordination:** Implement a response structure that effectively integrates EOC sections, Business Lines (BLs), field crews, and external partners to successfully align operational activities and priorities for safely managing the PSPS and secondary incident (patrol assets, qualify and re-qualify patrollers, both air and ground patrols).
3. **Objective 3 — Operational Communications:** Establish and maintain an effective communications structure that allows all entities to maintain the most accurate information throughout the course of the event (Community Based Organizations, PG&E Business Lines, Regulators, Customers, Public Safety Partners).
4. **Objective 4 — Public Information and Notification:** Communicate strategic messages to key internal and external audiences including developing press releases, social media posts, and FAQs for the public and delivering required notifications to Cal OES, CPUC, and other regulatory bodies.
5. **Objective 5 — Situational Assessment:** Support company-wide situational awareness by establishing and maintaining a common operating picture across the response organizational structure to meet the needs of relevant internal and external stakeholders impacted by PSPS (e.g., critical, medical baseline, and commercial customers).
6. **Objective 6 — Logistics (Critical Resources):** Analyze the impacted area to prioritize available resources in a way that reduces physical security concerns and minimizes impacts of the shutoff to company facilities and other critical infrastructure.
7. **Objective 7 — Fire Management and Suppression (Tabletop Exercise only):** Provide utility support to Authorities Having Jurisdiction (AHJ) to manage and suppress fires of all types and complexities while protecting the lives, property, PG&E assets and equipment, and the environment in the affected area.



EXERCISE SCENARIO

Note: A single weather scenario was used for both the Tabletop and Full-Scale Exercises where different “incident within an incident” challenges were embedded within each exercise (Wildfire incident was included for the Tabletop and a Thermal runaway incident was included for the Full-Scale). The following description applies to both exercises.

In the overnight hours on April 27th, 2026, PG&E’s Meteorology and Fire Science department issued a forecast indicating a strong likelihood of a powerful offshore wind event that would take place beginning mid-afternoon on April 30th, lasting into the morning of May 1st. In accordance with PG&E’s PSPS protocols, the EOC Commander and EP&R Leadership decided to begin Readiness Posture at 0600 on April 27th, with a full activation of the Emergency Operations Center and subordinate Emergency and Coordination Centers at 1200 that same day.

Event Scoping took place over the following 3 days, with successful de-energization for public safety being completed prior to the onset of unsafe weather at 1300 hours on Thursday, May 1st. In total, approximately 128,600 customer meters across 14 Time-Places, 19 PG&E Divisions, 30 Counties, and 1 Tribal Community were impacted. These were spread across the entire PG&E Service Territory except for San Francisco, which did not experience PSPS conditions due to its geography. Additionally, over 2,400 Critical Facilities and 8,700 Medical Baseline Customers were affected.

Upon receiving the Weather All-Clear at approximately 0800 hours on Friday, May 1st, PG&E Electric Operations personnel simulated the patrol (with the exception of 1 drone team deployment for air patrol support), damage assessment & documentation, and restoration of all customers across 28 Transmission and 148 Distribution Circuits. All customers that could be safely restored were back in service as of 1300 hours.

Throughout the Full-Scale Exercise, a complex series of injects were delivered via the Simulation Cell using a Master Scenario Events List that contained over 300 injects. This achieved a degree of operational complexity that validated PG&E’s ability to respond and safely mitigate unsafe weather conditions, as well as manage a host of other collateral issues. A key simulated incident that occurred on April 27th, during the PSPS event, was a thermal runaway fire at the Elkhorn Battery Energy Storage System (BESS) that resulted in the activation and deployment of a power generation incident management team (IMT) to Monterey, CA to assist with recovery operations. This ‘Incident Within an Incident’ required the exercise players to demonstrate their ability to simultaneously manage the response to multiple large-scale incidents.

Figure 1. DSO SOPP Model indicating weather forecast for April 30th and May 1, 2026

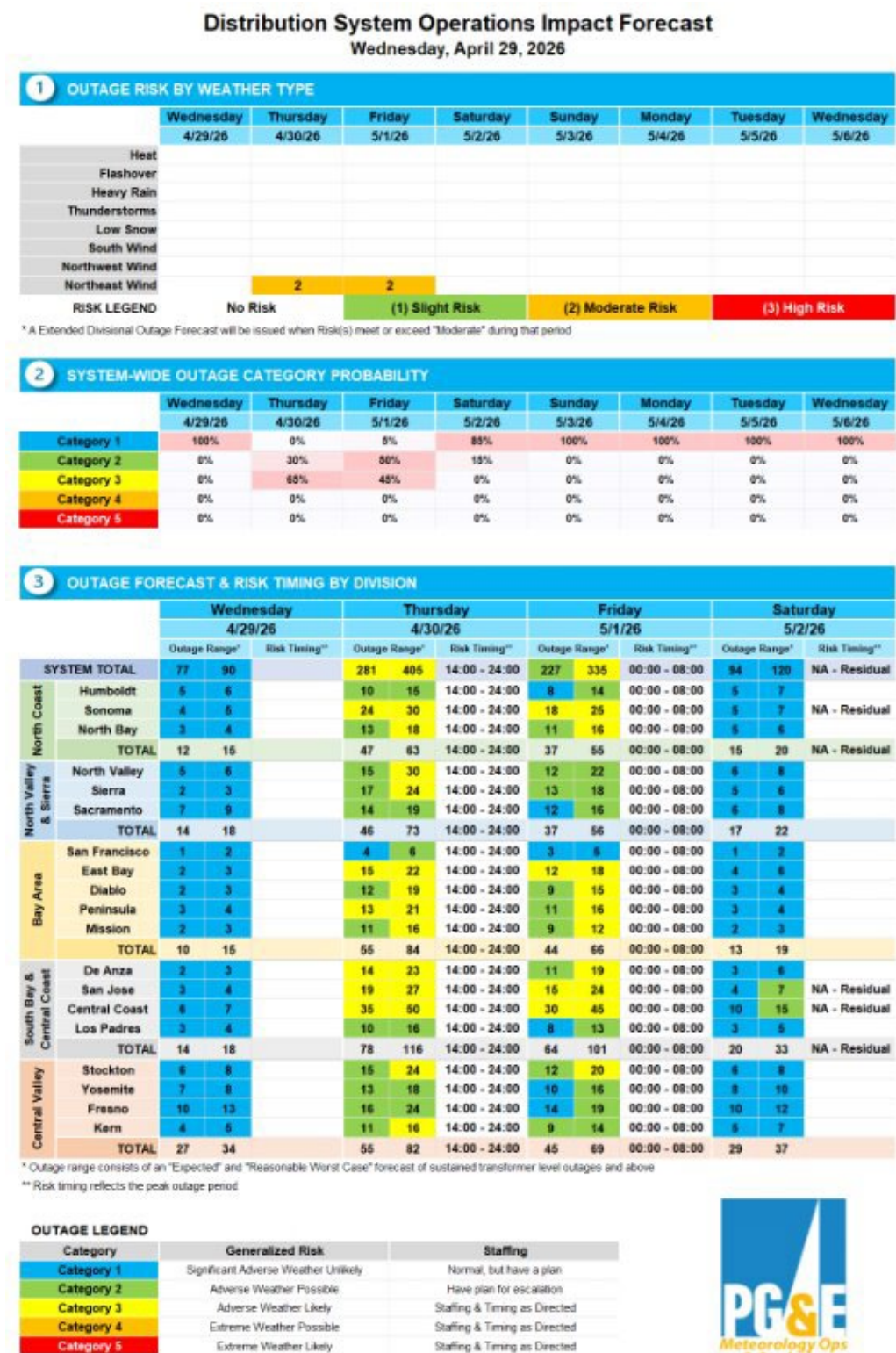




Figure 2. Playbook A-01 (Initial Scope)

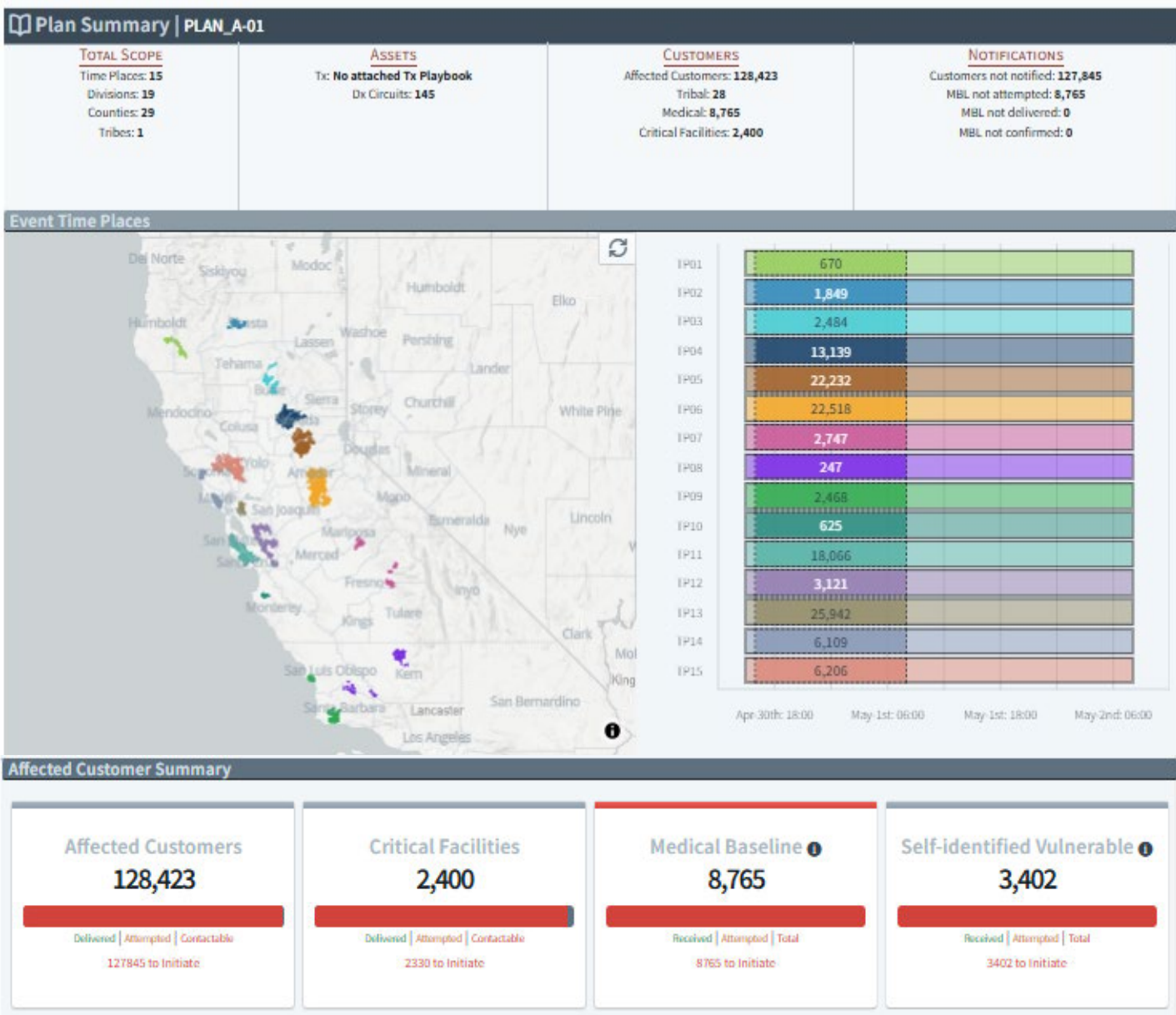




Figure 3. Playbook D-02 (Final Scope)

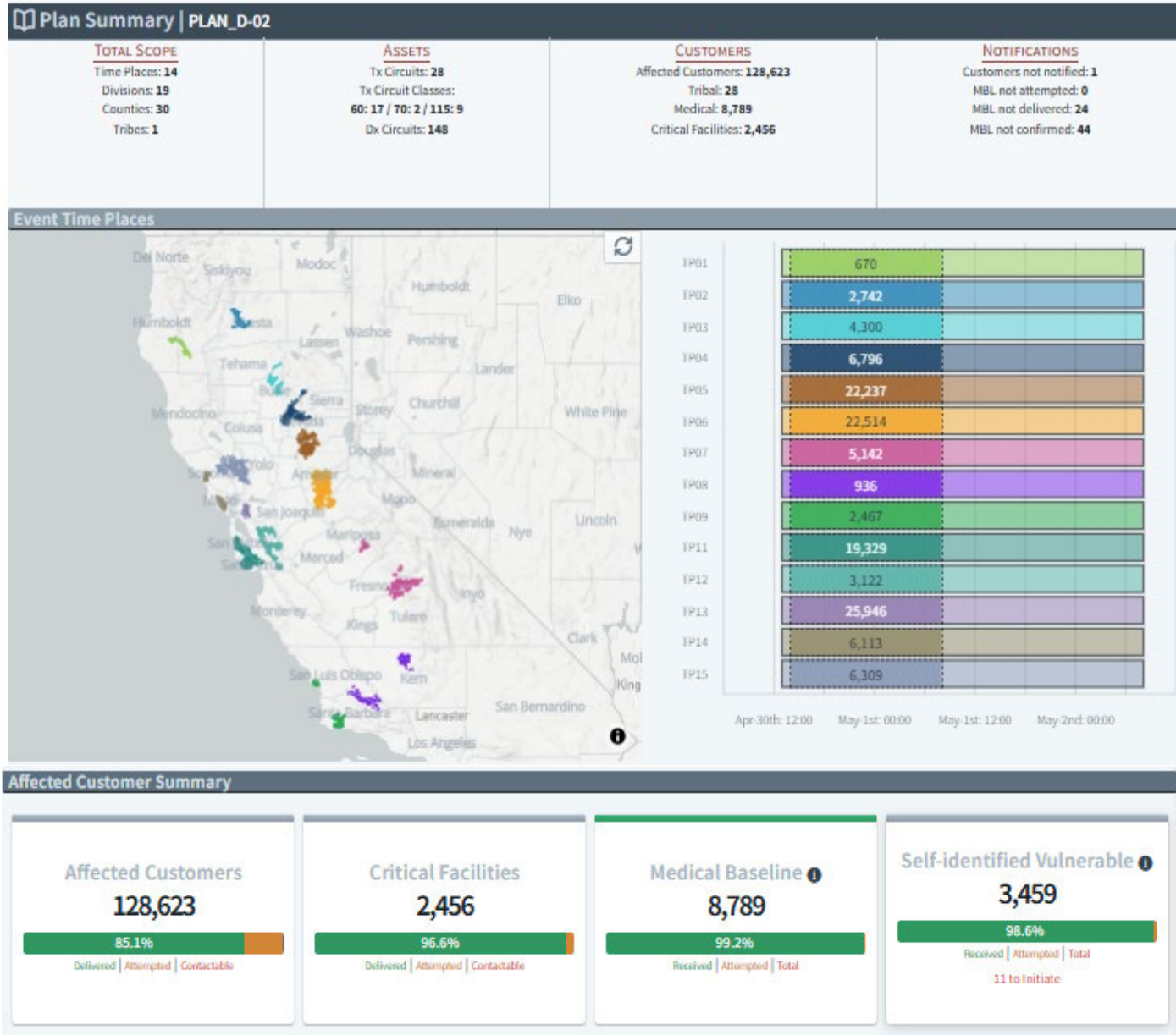
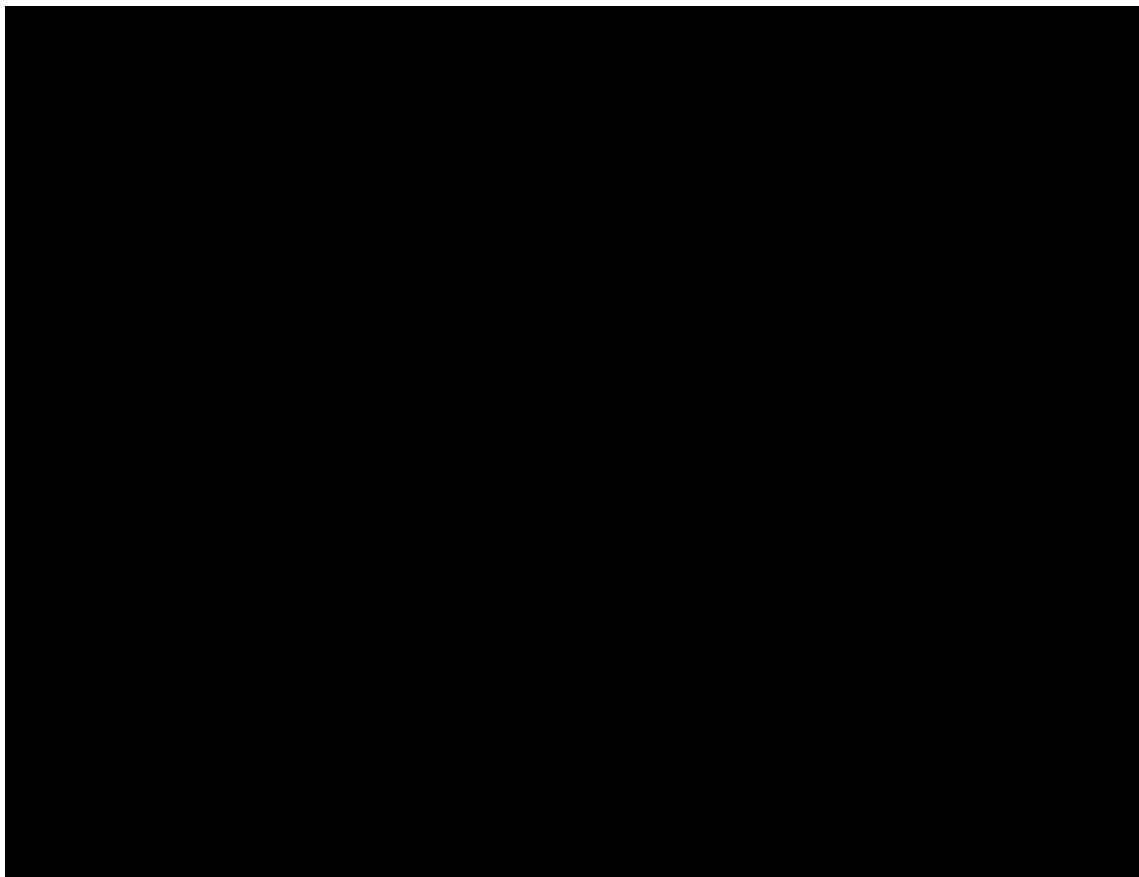


Figure 4. Elkhorn BESS Thermal Runaway Incident





PG&E EXTENT OF PLAY

TABLETOP EXERCISE

PG&E conducted the Tabletop Exercise as a single-day event on April 1st, 2026, from 0900-1600 with Command & General Staff positions participating in person at the Vacaville Emergency Response Center (VERC). Many of the other Business Line participants reported in virtually via MS Teams, as did many internal and external observers. A PSPS Program & Technology Update session was presented, followed by an in-depth overview of the Meteorology Scenario utilized as the basis for the facilitated discussion. The Wildfire portion of the scenario was provided at the beginning of a module. The facilitated discussion contained Modules consisting of:

Module 1: Readiness Posture, EOC Activation & Scoping

Module 2: Wildfire, De-Energization, & Notification

Module 3: PSPS All Clear, Patrol, Restoration, & Post-Incident Reporting

The Tabletop Exercise concluded with a live Player Hotwash conducted at the end of the day.

FULL-SCALE EXERCISE

PG&E conducted the FSE as a five-day event on April 27th through May 1st, 2026, with Readiness Posture beginning on Monday, April 27th, 2026, with specified on-call EOC Readiness positions. Exercise play continued with an EOC activation at 1200 on the same day, Monday, April 27th. The exercise paused (Pause-Ex) at 1800 each day and resumed (Resume-Ex) the next day at 0600. On the last day, the exercise ended (End-Ex) at 1300 on May 1st, 2026, then followed by the Player Hotwash.

The FSE exercised the procedures to mitigate a major offshore wind event resulting in PSPS conditions that impacted all 5 Regions of the PG&E Service Territory. A concurrent scenario of a thermal runaway of multiple battery packs at a PG&E battery energy storage site in Monterey (to test PG&E's ability to mitigate multiple incidents) involved an actual deployment of the power generation incident management team to the location. Numerous other 'injects' were placed in the scenario to produce a significant degree of operational complexity and ensure a worthy test of PG&E's processes, programs, and procedures. Exercise design of operational complexity included a fire drill at the Emergency Operations Center (EOC) that required players to activate the emergency response procedure on facility evacuation and accountability of EOC player staff during response operations.

EOC Command and General Staff were in person at the Vacaville Emergency Response Center (VERC/EOC). The Bay Area Regional Emergency Center (REC) as well as the Mission, Diabo, East Bay and Peninsula Operational Emergency Centers (OEC) participated in person. A drone team was deployed on day five to San Mateo County and conducted aerial inspections of assigned electric transmission lines. The field deployments (drone team, Power Generation IMT) fulfilled the Full-Scale component of the exercise and the designed exercise components accomplished numerous PSPS-centric regulatory compliance requirements.



This exercise included members of the On-Call Emergency Operations Center, Regional Emergency Centers (RECs), Operations Emergency Centers (OECs), participants from other local and Business Line-specific emergency centers as well as State Public Safety Partners, Access and Functional Needs agencies, Community Based Organizations, and a Transmission-level customer.

EVALUATION METHODOLOGY

The exercise evaluation team assessed PG&E's performance using a system based on the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP) methodology.¹

Evaluators observed exercise conduct to collect relevant data, assess performance, identify the underlying root cause of challenges, and outline strengths and areas for improvement. Evaluators referenced the objectives and associated critical tasks and expected player actions that were identified using the PG&E CERP, PSPS Annex, and Wildfire Annex to evaluate each group's ability to successfully address the exercise objectives that were identified and in accordance with PG&E's core capabilities.

PLAYER PERFORMANCE

Evaluators assessed group performance using an outcome-oriented process to assess the degree to which PG&E successfully achieved each exercise objective. To assist evaluators, Exercise Evaluation Guides (EEG) included the following:

Critical Tasks: For each objective, evaluators used pre-determined *critical tasks*—distinct actions that are necessary to achieve an objective—as the basis for each group's performance assessment.

Root Cause Analysis: Evaluators were prompted to identify, where possible, the underlying cause of challenges, specifically whether they stemmed from issues around plans, policies, or procedures; organizational structure; training, drills, experience; and/or resources.

¹ <https://www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf>



PERFORMANCE RATING SYSTEM

PG&E uses a rating system to evaluate exercise play. Evaluators provided outcome-focused ratings based on their observations throughout the exercise. The evaluation team analyzed all evaluation materials to provide context to outcomes and identify critical insights across the responses and ultimately contribute and inform improvement planning.

Table 1. PG&E Exercise Performance Rating System

Rating	Criteria
Performed	Exercise objective performed without challenges. <ul style="list-style-type: none">Comprehensively demonstrated compliance with established policies, plans, and procedures.
Performed with Challenges	Exercise objective performed adequately, but with challenges. <ul style="list-style-type: none">Some aspects of exercise objective were done incorrectly or were not demonstrated.Plans, policies, and procedures were followed, but with some degree of difficulty.Challenges may have impacted the team's overall ability to perform their mission.
Not Performed	Exercise objective was unable to be performed.
Not Applicable	Exercise objective does not apply to this section/position.



Table 2a and Table 2b show the overall performance of objectives by the exercise participants. A complete performance analysis by section is contained in Appendix B and C.

Table 2a. PSPS TTX Overall Performance Rating

Objective	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

Table 2b. PSPS FSE Overall Performance Rating

Objective	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning		X		
Operational Coordination		X		
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources	X			



ANALYSIS OF CORE CAPABILITIES

This report presents evaluation outcomes and analysis from the PSPS and Wildfire FSE organized by strengths and areas for improvement. Evaluators focused on strategic-level observations of performance of critical tasks as well as PG&E's ability to successfully manage the event.

The following provides information on the top findings for strengths and areas for improvement in PSPS and/or Wildfire risk reduction and electric service restoration measures carried out in relation to FSE emergency preparedness core capabilities and exercise objectives.

A comprehensive Improvement Plan is shown in Appendix A.

CORE CAPABILITY ANALYSIS - TABLETOP EXERCISE

TTX CORE CAPABILITY 1 - PLANNING

Objective 1

Implement a PSPS planning cycle according to CERP procedures and ICS principles that uses the circuit information provided to conduct a PSPS and develop a restoration plan prior to receiving the "All Clear" from the Officer-in-Charge.

Strengths

- Processes to implement PSPS planning cycle were effective throughout all phases of the PSPS response and restoration operations.

Areas for Improvement (AFI)

None identified.

TTX CORE CAPABILITY 2 - OPERATIONAL COORDINATION

Objective 2

Implement a response structure that effectively integrates EOC sections, Business Lines (BLs), field crews, and external partners to successfully align operational activities and priorities for safely managing the PSPS and secondary incident (patrol assets, qualify and re-qualify patrollers, both air and ground patrols).

Strengths

- Participants from various EOC sections, REC/OECs, Business Lines and external partners (e.g., San Mateo County) illustrated sound procedures to collaboratively prioritize and coordinate the dispatch of resources.



Areas for Improvement

- AFI# 1. Northern California Power Authority (NCPA) noted an opportunity to collaborate on educating the City of Healdsburg to improve coordination during the 2026 PSPS Season.

TTX CORE CAPABILITY 3 - OPERATIONAL COMMUNICATIONS

Objective 3

Establish and maintain an effective communications structure that allows all entities to maintain the most accurate information throughout the course of the event (Community Based Organizations, PG&E Business Lines, Regulators, Customers, Public Safety Partners).

Strengths

- Participants highlighted the use of multiple technology resources and established workflows to maintain information sharing internally within PG&E's response structure and with external partners (e.g., CAISO, etc.), as well as engaging customers throughout the phases of PSPS operations. Customer Strategy Officer noted the attention given to ensuring parallel communication assignments to both PSPS operations and the wildfire incident were sent.

Areas for Improvement

None identified.

TTX CORE CAPABILITY 4 - PUBLIC INFORMATION AND NOTIFICATION

Objective 4

Communicate strategic messages to key internal and external audiences including developing press releases, social media posts, and FAQs for the public and delivering required notifications to Cal OES, CPUC, and other regulatory bodies.

Strengths

- Overall processes reviewed were validated with collaboration between Customer, Liaison, Command and General staff for executing strategic messaging and notifications to stakeholders and Customers.

Areas for Improvement

None identified.



TTX CORE CAPABILITY 5 - SITUATIONAL ASSESSMENT

Objective 5

Support company-wide situational awareness by establishing and maintaining a common operating picture across the response organizational structure to meet the needs of relevant internal and external stakeholders impacted by PSPS (e.g., critical, medical baseline, and commercial customers).

Strengths

- Participants validated the processes for information sharing and cadence of syncing among the Business Lines within the response organizational structure. Through discussion, it's been noted systems to support maintenance of a common operating picture are reviewed for continuous refinement.

Areas for Improvement

- AFI# 2. There was some confusion among Command staff about the process for incident investigation for wildfire compared to processes for PSPS incident investigation.
- Observation 1: There is no formal reference to the Wildfire Annex (noting EOC: Intelligence & Investigation [I&I] Wildfire Section's role) within Chapter 3 of the PSPS Annex
 - Observation 2: The functions were separated out (2025) with Damage & Hazard Reporting Unit within PSPS focused on PSPS incident investigation and I&I Wildfire section directed to wildfire incident investigation.

TTX CORE CAPABILITY 6 – LOGISTICS (CRITICAL RESOURCES)

Objective 6

Analyze the impacted area to prioritize available resources in a way that reduces physical security concerns and minimizes impacts of the shutoff to company facilities and other critical infrastructure.

Strengths

- Logistical procedures with EOC sections (e.g., Operations, Planning) were acknowledged as effective in prioritizing resources to support field operations (e.g., Community resource centers, etc.).

Areas for Improvement

- AFI# 3. More details on PG&E's emergency land acquisition process could have been described.



TTX CORE CAPABILITY 7 - FIRE MANAGEMENT AND SUPPRESSION

Objective 7

Provide utility support to Authorities Having Jurisdiction (AHJ) to manage and suppress fires of all types and complexities while protecting the lives, property, PG&E Assets and Equipment, and the environment in the affected area.

Strengths

- Participants affirmed that PG&E has the necessary systems to support Authorities Having Jurisdiction in protecting lives and property from wildfire threats. Representatives from the I&I Wildfire Section educated participants on the wildfire investigative process.

Areas for Improvement

None identified.



CORE CAPABILITY ANALYSIS – FULL-SCALE EXERCISE

FSE CORE CAPABILITY 1 - PLANNING

Objective 1

Implement a PSPS planning cycle according to CERP procedures and ICS principles that uses the circuit information provided to conduct a PSPS and develop a restoration plan prior to receiving the "All Clear" from the Officer-in-Charge.

Strengths

- Overall the exercise provided a great chance to train up understudies and increase bench strength for a PSPS event.
- The addition of the Compliance Specialist role to the PSPS section roster has increased compliance awareness.
- The use of new tools and templates improved documentation for the 10-day reporting needs.
- Plan and playbook (especially B & D) approvals occurred with no issues.
- The new template for the State Executive Briefing was tested and updated during the exercise after feedback from Cal OES.

Areas for Improvement

- AFI# 4. OIC F Meeting Script Update: The scripts need updates to reference Time/Places and not zones. OIC and Commander scripts do not fully align which made 3-way communication challenging.

FSE CORE CAPABILITY 2 - OPERATIONAL COORDINATION

Objective 2

Implement a response structure that effectively integrates EOC sections, Business Lines (BLs), field crews, and external partners to successfully align operational activities and priorities for safely managing the PSPS and secondary incident (patrol assets, qualify and re-qualify patrollers, both air and ground patrols).

Strengths

- Great team execution of tasks during the 5 days. Participants even pivoted during day 2 of play with a no-notice EOC evacuation drill (first time conducted) where staff exited the building under 2 minutes and mustered for accountability.



- Where challenges appeared, participants collaborated well to problem solve rapidly (e.g., Finance/Admin with charge code, Liaison support with playbook approval, GCC in-person interface with EOC operations, etc.).

Areas for Improvement

- AFI# 5. Activation Authority of Incident Management Team: EOC Command was unsure of authority to activate Power Generation Incident Management Team when requested.
- AFI# 6. EOC Evacuation Staff Accountability – Evacuated staff from the VERC at muster point had a difficult time hearing the Safety Officer perform roll call.
 - Observation 1: Safety officers do not have a permanent real-world roster and had only a one-time exercise product that day to use as a roster (inconsistent).
- AFI# 7. Aviation Coordination – Communication between Air Operations Branch Director and PG&E drone team could be improved.
- AFI# 8. Information Technology – Opportunities were identified to strengthen pre-event readiness and procedural clarity to improve execution speed and reduce friction during activation.

FSE CORE CAPABILITY 3 - OPERATIONAL COMMUNICATIONS

Objective 3

Establish and maintain an effective communications structure that allows all entities to maintain the most accurate information throughout the course of the event (Community Based Organizations, PG&E Business Lines, Regulators, Customers, Public Safety Partners).

Strengths

- Leveraging new technology resources into current processes (such as meeting cadence of sections/units) proved to be effective in maintaining accurate information with stakeholders (internally and externally).
- Players were flexible and proactive in communicating changes and necessary updates and correction of information (e.g., crafting of objectives - Operations Section Chief/Operations Branches; Cal OES submissions - Liaison and Planning Section; Personnel changes with staffing gaps - Logistics Service Branch).
- Public Safety Specialists validated alternate communication tools for business continuity during PSPS operations.

Areas for Improvement

None identified.



FSE CORE CAPABILITY 4 - PUBLIC INFORMATION AND notification

Objective 4

Communicate strategic messages to key internal and external audiences including developing press releases, social media posts, and FAQs for the public and delivering required notifications to Cal OES, CPUC, and other regulatory bodies.

Strengths

- Participants collaborated well with other Business Lines to complete outlined tasks.
- There was great training provided to staff over the 5-day exercise.

Areas for Improvement

None identified.

FSE CORE CAPABILITY 5 - SITUATIONAL ASSESSMENT

Objective 5

Support company-wide situational awareness by establishing and maintaining a common operating picture across the response organizational structure to meet the needs of relevant internal and external stakeholders impacted by PSPS (e.g., critical, medical baseline, and commercial customers).

Strengths

- Participants actively engaged across units and sections to address challenges and shared information and raised questions to identify gaps to address during cadenced meetings.
- Throughout the week, raising awareness of those physically in the VERC of scheduled virtual floor briefings were regularly announced via microphone.

Areas for Improvement

None identified.



FSE CORE CAPABILITY 6 – LOGISTICS (CRITICAL RESOURCES)

Objective 6

Analyze the impacted area to prioritize available resources in a way that reduces physical security concerns and minimizes the impacts of the shutoff to company facilities and other critical infrastructure.

Strengths

- Logistical procedures with EOC sections (e.g., Operations, Planning) were acknowledged as effective in prioritizing resources to support field operations (e.g., Community resource centers, etc.).

Areas for Improvement

None identified.



CONCLUSION

As a result of the 2026 PSPS Exercise Series, PG&E and its external partners were able to complete all the objectives of the exercise with success. This annual exercise illustrates PG&E's dedication to support its stand that "Catastrophic wildfires shall stop" along with ongoing efforts to build and maintain strong relationships with public safety partners and other stakeholders. Together, PG&E strives to keep the communities served safe during hazardous weather threats.

This year's exercise featured, among other aspects, the Bay Area Regional Emergency Center and their subordinate Operational Emergency Centers, activated in their respective facilities. There were additions of some complex coordination in testing capabilities which included:

- The automated communication drill with Community Based Organizations (Customer)
- Collaborative participation of San Mateo County Department of Emergency Management (in coordination with PG&E's Public Safety Specialist)
- Field deployments of Power Generation Incident Management Team (Days 1 & 2) to Monterey and PG&E's drone team to San Mateo County for supporting air patrolling (Day 5)
- The evacuation of the EOC during exercise play (Day 2)

With PG&E's PSPS Program being the hallmark in the utility industry for wildfire mitigation, accommodations were made for visiting observers (including interviews) during the exercise week by representatives from the City of Palo Alto UTL-Electric Operations, San Francisco Department of Emergency Management, United Way, PacificCorp, Excel Energy, CALFIRE, and Los Angeles Department of Water & Power's Office of Emergency Management.

This TTX and FSE After-Action Report focuses on identifying the processes and procedures that need improving and/or to be created, as well as opportunities to explore training and identify new resources (whether technology or equipment) to enhance PG&E's sophistication in readiness. As PG&E formalizes strategies for improvement in the After-Action meeting, it is important to note that some of these enhancement activities are in progress or have already been completed. The 2026 PSPS Seminar later this year will present these updates to the wider PG&E audience and public safety partners. Over the years, PG&E has matured the PSPS program significantly since its inception and this exercise shows the dedication each Business Line has for strengthening the response in a PSPS event, in collaboration with public safety partners. The findings in this report will be used to appropriately improve the PSPS Annex, EOC Section Position Guides, other emergency plans, and advance the foundation for continuous training.



APPENDIX A - IMPROVEMENT PLAN

All corrective actions listed in this improvement plan will be entered into the PG&E CAP (Corrective Action Plan) system.

CAP Title: **2026 PSPS Exercise Series AAR**

CAP Number: To be assigned upon AAR approval.

Table A1. Improvement Plan

AFI #	Core Capability	Area for Improvement	Corrective Action	Responsible BL	BL Point of Contact	Start Date	Action End Date	Notes
AFI# 1	Operational Coordination	Northern California Power Authority (NCPA) noted an opportunity to collaborate on educating City of Healdsburg improve coordination during the 2026 PSPS Season.	Collaborate with NCPA to provide them information to inform their customers on coordination activities during a PSPS event.	Customer	[REDACTED] [REDACTED]	June 2026	July 31, 2026	CAP



AFI #	Core Capability	Area for Improvement	Corrective Action	Responsible BL	BL Point of Contact	Start Date	Action End Date	Notes
AFI# 2	Situational Assessment	There was some confusion among Command staff about the process for incident investigation for wildfire compared to processes for PSPS incident investigation.	Add information about the PSPS incident investigation to PSPS Seminar along with having Wildfire I&I present as a speaker on wildfire investigation function. Consider adding reference language of Wildfire Investigation Wildfire Annex within Chapter 3 of the PSPS Annex.	PSPS	[REDACTED]	June 2026	July 31, 2026	CAP
AFI# 3	Logistics	More details on emergency land acquisition process could have been described.	Re-familiarize the team with emergency land acquisition process in refresher training.	Logistics	[REDACTED]	June 2026	Dec 15, 2026	CAP
AFI# 4	Planning	OIC F Meeting Script Update: The scripts need updates to reference Time/Places and not zones. OIC and Commander scripts do not fully align which made 3-way communication challenging.	Conduct internal meeting to confirm update of scripts.	PSPS	[REDACTED]	June 2026	July 31, 2026	CAP



AFI #	Core Capability	Area for Improvement	Corrective Action	Responsible BL	BL Point of Contact	Start Date	Action End Date	Notes
AFI# 5	Operational Coordination	Activation Authority of Incident Management Team: EOC Command was unsure of authority to activate Power Generation Incident Management Team when requested.	Include activation authority of Power Generation IMT in refresher training to Commanders.	EP&R R&O	[REDACTED]	June 2026	July 31, 2026	CAP [REDACTED] as lead for handling training and [REDACTED] in notes for content.
AFI# 6	Planning	EOC Evacuation Staff Accountability – Evacuated staff from the VERC at muster point had a difficult time hearing the Safety Officer perform roll call and Safety Officer has no daily roster readily available as source.	Develop accountability process (which includes resources like a bull horn for Safety Officer to communicate to the crowd).	Safety	[REDACTED]	June 2026	Aug 31, 2026	CAP
AFI# 7	Operational Coordination	Aviation Coordination – Communication between Air Operations Branch Director and PG&E drone team could be improved.	Convene internally (Aviation) to confirm process to involve PG&E drone services in the planning phase of PSPS needs as helicopter resources are being planned.	Aviation	[REDACTED]	June 2026	July 31, 2026	CAP



AFI #	Core Capability	Area for Improvement	Corrective Action	Responsible BL	BL Point of Contact	Start Date	Action End Date	Notes
AFI# 8	Operational Coordination	Information Technology – Opportunities were identified to strengthen pre-event readiness and procedural clarity to improve execution speed and reduce friction during activation.	Convene internally (IT) to scope out strategies (e.g., confirming CRQ approval authority, verifying distribution lists for situational reporting, etc.) to enhance pre-event readiness.	IT	[REDACTED]	June 2026	Aug 31, 2026	CAP



AFI #	Core Capability	Area for Improvement	Corrective Action	Responsible BL	BL Point of Contact	Start Date	End Date	Notes
ExDes1	Exercise Design	Scope of wind event and Time Places simulation was uniform with outages with no variation geographically (Challenge – no weather simulator). Lack of QA or 'sandbox' modes for certain systems or platforms.	Investigate simulator software/ technology for incorporation of weather data into future exercises.	EP&R Exercise Section IT Meteorology	[REDACTED] [REDACTED] [REDACTED]	July 2026	Dec 31, 2026	
ExDes2	Exercise Design	Some escorts of visitors are not familiar with gifting policy regarding feeding governmental representatives.	Confirm language guidance on gifting for inclusion in CES Trainings (FSE) or facilitator meetings (TTX).	EP&R Exercise Section Liaison	[REDACTED] [REDACTED]	Aug 2026	Aug 31, 2026	
ExDes3	Exercise Design	Consider adding a demobilization phase in future exercise play.	At C&O meeting, review concept of including functional execution of the demobilization plan on the last day of play.	EP&R Exercise Section	[REDACTED] [REDACTED]	Sept 2026	Dec 31, 2026	



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APPENDIX B - SECTION-SPECIFIC PERFORMANCE FOR TABLETOP EXERCISE

Following exercise conduct, evaluators completed an Exercise Evaluation Notes designed to capture outcome-focused assessments and strategic-level findings for processes and/or policies for each participating evaluated group. For this Exercise, the evaluation focused on the process foundation of the position's performance, rather than the individual. This appendix highlights these observations and analyzes each team's strengths and areas for improvement of workflows.

EOC COMMANDER & DEPUTY

Table B1. EOC Commander Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

SAFETY OFFICER

Table B2. Safety Officer Performance Ratings by Core Capability Strengths

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

PUBLIC INFORMATION OFFICER

Table B3. Public Information Officer Performance Ratings by Objective

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources				X
Fire Management and Suppression				X

LIAISON OFFICER

Table B4. Liaison Officer Performance Ratings by Objective

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources				X
Fire Management and Suppression	X			

CUSTOMER STRATEGY OFFICER

Table B5. CSO Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression				X

OPERATIONS SECTION CHIEF & DEPUTY

Table B6. Operations Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

OPERATIONS SECTION – POWER GENERATION

Table B7. Operations Section – Power Generation Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

OPERATIONS SECTION – AVIATION BRANCH

Table B8. Operations Section – Aviation Branch Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression				X

ELEC DISTR BRANCH – BAY AREA REC

Table B9. Bay Area Division OEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

ELEC DISTR BRANCH – MISSION DIVISION OEC

Table B10. Table B10: Mission Division OEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

ELEC DISTR BRANCH – DIABLO DIVISION OEC

Table B11. Diablo Division OEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

ELEC DISTR BRANCH – EAST BAY DIVISION OEC

Table B12. East Bay Division OEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

ELEC DISTR BRANCH – PENINSULA DIVISION OEC

Table B13. Peninsula Division OEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression	X			

INTELLIGENCE & INVESTIGATION SECTION

Table B14. Intelligence & Investigation Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources				X
Fire Management and Suppression	X			

PLANNING SECTION

Table B15. Planning Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression				X

PSPS SECTION

Table B16. PSPS Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression				X

LOGISTICS SECTION

Table B17. Logistics Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression				X

FINANCE & ADMINISTRATION SECTION (FINANCE)

Table B18. Finance Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning				X
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression				X

APPENDIX C - SECTION-SPECIFIC PERFORMANCE FOR FULL-SCALE EXERCISE

Following exercise conduct, evaluators completed an Exercise Evaluation Guide (EEG) designed to capture outcome-focused assessments and strategic-level findings for each participating evaluated group. For this Exercise, the evaluation focused on the position's performance, rather than the individual. This appendix highlights these observations and analyzes each team's strengths and areas for improvement.

EOC COMMANDER & DEPUTY

Table C1. EOC Commander Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning		X		
Operational Coordination		X		
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources	X			
Fire Management and Suppression				X

SAFETY OFFICER

Table C2. Safety Officer Performance Ratings by Core Capability Strengths

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning		X		
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources				X

INFORMATION TECHNOLOGY

Table C3. IT Performance Ratings by Objective

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination		X		
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

PUBLIC INFORMATION OFFICER

Table C4. Public Information Officer Performance Ratings by Objective

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources				X

LIAISON OFFICER

Table C5. Liaison Officer Performance Ratings by Objective

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources				X

CUSTOMER STRATEGY OFFICER

Table C6. CSO Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources	X			

OPERATIONS SECTION CHIEF & DEPUTY

Table C7. Operations Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination		X		
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

OPERATIONS SECTION – POWER GENERATION

Table C8. Operations Section – Power Generation Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

OPERATIONS SECTION – AVIATION BRANCH

Table C9. Operations Section – Aviation Branch Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

ELEC DISTR BRANCH – BAY AREA REC

Table C10. Bay Area REC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

ELEC DISTR BRANCH – MISSION DIVISION OEC

Table C11. Mission Division OEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

ELEC DISTR BRANCH – DIABLO DIVISION OEC

Table C12. Diablo Division OEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

ELEC DISTR BRANCH – EAST BAY DIVISION OEC

Table C13. East Bay Division OEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

ELECTRIC TRANSMISSION BRANCH

Table C14. ETEC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

VEGETATION MANAGEMENT BRANCH

Table C15. Vegetation Management Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

PLANNING SECTION

Table C16. Planning Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

HAZARD ASSESSMENT AND NOTIFICATION CENTER

Table C17. HAWC Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

PSPS SECTION

Table C18. PSPS Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning		X		
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification	X			
Situational Assessment	X			
Critical Resources	X			

LOGISTICS SECTION

Table C19. Logistics Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources	X			

FINANCE & ADMINISTRATION SECTION (FINANCE)

Table C20. Finance Section Performance Ratings by Core Capability

Core Capability	Performed	Performed with Some Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination	X			
Operational Communication	X			
Public Information and Notification				X
Situational Assessment	X			
Critical Resources				X

APPENDIX D - ACRONYMS AND ABBREVIATIONS

Table D1: Acronym and Abbreviation List

Acronym	Definition
AAR	After-Action Report
AAR/IP	After-Action Report/Improvement Plan
ACWA	Association of California Water Agencies
AOBD	Air Operations Branch Director
AREP	Agency Representative
BUG	Backup Generation
C&G	Command and General
CAP	Corrective Action Program
C/E/S	Controller/Evaluator/Simulator
Cal OES	California Governor's Office of Emergency Services
CAL FIRE	California Department of Forestry and Fire Protection
CCECC	Customer Contact Emergency Coordination Center
CEO	Chief Executive Officer
CERP	Company Emergency Response Plan
COVID-19	Coronavirus Disease 2019
CPUC	California Public Utilities Commission
CRC	Customer Resource Center
CRESS	Corporate Real Estate Strategy and Services
CSO	Customer Strategy Officer
DCC	Distribution Coordination Center
DCPP	Diablo Canyon Power Plant
EDEC	Electric Distribution Emergency Center
EEG	Exercise Evaluation Guide
EER	Exercise Evaluation Report
EndEx	End of Exercise
EOC	Emergency Operations Center
EP&R	Emergency Preparedness and Response
ETEC	Electric Transmission Emergency Center
ETOR	Estimated Time of Restoration
F&A	Finance and Administration
FAQ	Frequently Asked Questions
FCC	Facility Coordination Center
FEMA	Federal Emergency Management Agency
FIA	Fire Index Area
FPI	Fire Potential Index



Acronym	Definition
FSE	Full-Scale Exercise
FSS	Field Safety Specialist
GCC	Grid Control Center
GIS	Geographic Information System
HAWC	Hazard Awareness and Warning Center
HR	Human Resources
HRCC	Human Resources Coordination Center
HRO	Human Resources Officer
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
ICS	Incident Command System
I&I	Intelligence and Investigations
IMT	Incident Management Team
IT	Information Technology
ITCC	Information Technology Coordination Center
LNO	Liaison Officer
BL	Business Line
LOG	Logistics
M&C	Marketing and Communications
MBL	Medical Baseline
MTCC	Materials and Transportation Coordination Center
NERC	North American Electric Reliability Corporation
NIMS	National Incident Management System
OEC	Operations Emergency Center
OIC	Officer-in-Charge
OP	Operational Period
OPS	Operations
OSC	Operations Section Chief
PauseEx	Pause of Exercise
PFS	Participant Feedback Survey
PG&E	Pacific Gas and Electric
PGBD	Power Generation Branch Director
PIO	Public Information Officer
PLANS	Planning
PMO	Project Management Office
PO	Purchase Order
ProFlow	Procedural Flow



Acronym	Definition
PSS	Public Safety Specialist
PSPS	Public Safety Power Shutoff
PWDAAC	People with Disabilities and Aging Advisory Council
REC	Regional Emergency Center
RTO	Real-Time Operations
SCADA	Supervisory Control and Data Acquisition
SIPT	Safety and Infrastructure Protection Team
SitRep	Situation Report
SO	Safety Officer
SPID	Service Point Identification
StartEx	Start of Exercise
STOEC	Substation and T-Line Operations Emergency Center
SUB	Substation
TAHS	Transmission Asset Health Specialist
TBRD	Transmission Operations Branch Director
T-Line	Transmission Line
Temp Gen	Temporary Generation
TMG	Temporary Generation Microgrids
TO	Transmission Operations
TSC	Technology Support Center
VERC	Vacaville Emergency Response Center
VGCC	Vacaville Grid Control Center
VM	Vegetation Management

APPENDIX E - PSPS FSE EXTERNAL PARTICIPATION

Several state, local and community partners observed the PSPS FSE. **Table E1** identifies the external partner agencies and their respective exercise participation. "X" indicates entity participated.

Table E1. External Organizations Participating in the PSPS Full-Scale Exercise

Participating External Agency	Player	Observer
State Agency Partners		
California Governor's Office of Emergency Services (Cal OES)	x	x
California Department of Forestry and Fire Protection (CAL FIRE)		x
California Public Utility Commission (CPUC)	x	x
Local Agency Partners		
San Mateo County Emergency Management	x	
City of San Francisco Department of Emergency Management		x
Utility Partners		
Northern California Power Agency	x	x
City of Palo Alto UTL-Electric Operations		x
Excel Energy		x
Los Angeles Department of Water & Power – Office of Emergency Management		x
PacificCorp		x
Community Based Organizations		
California 211 Providers Network	x	x
Disability Disaster Access Resources	x	
California Foundation for Independent Living Centers	x	
United Way		x