

# PG&E Emergency Preparedness & Response 2026 Public Safety Power Shutoff (PSPS) Full-Scale Exercise (FSE)

April 27 - May 1, 2026

Controller/Evaluator/Simulator Training

TRUSTED AGENT USE ONLY



# Safety and Security Orientation

Everyone and everything is always safe

Internal: 11/21/25

## Assign safety roles for in-person and virtual meetings

### Mental Health

- Check in on teammates' well-being openly and often
- Normalize conversations about stress, fatigue, and support
- Encourage use of mental health resources without stigma (e.g., [988 Suicide & Crisis Lifeline](#))

### Foster Psychological Safety

- Practice transparency, vulnerability and appreciation
- Avoid blame; learn from mistakes
- Disagree respectfully and with curiosity

### Fire

- Exits, escape routes, evacuation
- Fire ext.

### Earthquake

- Drop, cover, hold

### Medical Emergency

- Call 911/share your location in the Teams chat
- First aid/CPR
- AED

**Do not report to work if you have cold/flu-like symptoms**

### Security: 1-800-691-0410

- Active shooter—get out, hide out, take out, call out
- Maintain situational awareness to mitigate hazards
- Think Before You Click—pause and verify before opening links or attachments to keep our systems secure

### Ergonomics

- [Proper ergo](#)
- 30/30: move 30 secs every 30 min

Prevent Serious Injuries and Fatalities (SIFs)

On the road, off the phone

Enterprise Safety Recognition Program



[PSEMS](#)



SIF prevention field guide



Park in a safe location

Internal



Nomination form



# Ground Rules

Create an environment where employees feel psychologically safe to speak up.

## Trustworthy

- Act with genuine humility
- Vulnerability is encouraged
- It's okay to say "I don't know"

## Empathetic

- Listen for understanding
- Assume positive intent
- Encourage/provide space for all to participate

## Curious

- Seek alternative perspectives
- Explore unintended consequences

## Tenacious

- Think big
- Have fun!

## Nimble

- Accept/learn from mistakes
- At closing, review MOLOSA and action items

## Owners

- Own decisions and outcomes
- Stop and regroup if off-course
- Clarify desired outcomes and decision-making process

Which are most relevant today? Others to add?



# CES | 2026 PSPS FSE

## Welcome and Introductions

**Director, Emergency Preparedness & Response (EP&R),  
Emergency Preparedness (EP)**

[REDACTED]

**Manager, EP&R, EP Exercise Section**

[REDACTED]

**Emergency Management Specialists, EP&R, EP Exercise Section**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



# EP&R | Purpose

- Review the exercise concept, structure, and schedule
- Confirm the exercise logistics and venue locations
- Review exercise materials:
  - Controller/Evaluator/Simulator (C/E/S) Handbook
  - Master Scenario Events List (MSEL) and ProFlow
  - Exercise Evaluation Guides (EEGs)
- Discuss roles and responsibilities of Controllers, Simulators, and Evaluators
- Review exercise evaluation methods and criteria

# EP&R | Agenda

- Exercise Overview
- Scenario Overview
- Exercise Guidelines
- Virtual Exercise Logistics
- Controller Training
- Evaluator Training
- Simulator Training
- Reminders
- Next Steps
- Questions



# EP&R | Trusted Agents

**Trusted agents must not share scenario information with exercise Players or third parties prior to or during exercise conduct.**

- You have insider knowledge of the exercise
- Those who “need to know” should contact the EP Exercise Section
- Maintain control of exercise documentation at all times and do not make unauthorized copies
- Do not share exercise design information outside of the exercise planning and exercise conduct teams
- During the exercise, share information with Players only as directed in the exercise documentation

# Exercise Overview





# EPR | 2026 PSPS FSE

## PSPS Exercise Series Overview

<b>Exercise Name</b>	2026 PG&E PSPS Exercise Series
<b>Exercise Dates</b>	Seminar: September 3, 2025 (Completed) TTX: April 1, 2026 (Completed) FSE: April 27- May 1, 2026
<b>Region</b>	PSPS Event Region: Region 3 – Bay Area Meteorology: Systemwide
<b>Exercise Scope/Scenario</b>	A PSPS Event impacting a specific region(s) (East Bay, Mission, Diablo, Peninsula)
<b>Location</b>	Virtual (MS Teams), Vacaville Emergency Response Center (VERC) and corresponding emergency coordination centers
<b>Plans</b>	<ul style="list-style-type: none"><li>• Company Emergency Response Plan (CERP)</li><li>• PSPS Annex</li><li>• Others, FA-specific guidance, External Agency Plans/Procedures</li></ul>
<b>Staffing</b>	EOC, REC, OEC Teams, External Agency Partners



# EP&R | Objectives

- **Objective 1 - Planning:** Implement a planning cycle according to CERP procedures, PSPS Annex, and ICS principles that use circuit information provided to conduct a PSPS and develop a restoration plan prior to receiving the "All Clear" from the Officer-in-Charge (OIC).
- **Objective 2 - Operational Coordination:** Implement a response structure that effectively integrates EOC sections, FAs, field crews, and external partners to successfully align operational activities and priorities for safely managing the PSPS and Wildfire event (patrol assets, qualify and re-qualify patrollers, both Air and Ground patrols).
- **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; this includes PG&E Functional Areas, Public Safety Partners, Customers, Community Based Organizations, and Regulators.
- **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.
- **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)
- **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.



# EP&R | Internal Participation

- **Electric Distribution**
  - **Electric Transmission**
  - **Electric Field Operations**
  - **Information Technology**
  - **Electric Incident Investigations**
  - **Corporate Safety**
  - **Corporate Security**
  - **Corporate Real Estate Strategy and Services (CRESS)**
  - **Aviation Services**
  - **Corporate Affairs**
  - **PSPS PMO**
  - **EP&R Response & Operations**
  - **Customer Care**
- **Marketing & Communications**
  - **PSPS Technology/Operations**
  - **Meteorology (simulated)**
  - **Temporary Generation**
  - **Hazard Awareness & Warning Center (HAWC)**
  - **Finance**
  - **Vegetation Management**
  - **Power Generation**
  - **Materials and Sourcing**
  - **Land Management**
  - **Environmental Management**

# EP&R | External Participation

## ➤ **Playing**

- California Governor's Office of Emergency Services (Cal OES)
- Northern California Power Agency (NCPA)
- San Mateo County Department of Emergency Management (SMCEM)
- 211 of California
- Disability Disaster Access Resources (DDAR)

## ➤ **Observing**

- California Public Utilities Commission (CPUC)
- California Department of Forestry and Fire Protection (CAL FIRE)
- Xcel Energy
- PacificCorp
- San Francisco Department of Emergency Management (DEM)
- City of Palo Alto UTL-Electric Operations



# EP&R | Exercise Assumptions

**Assumptions help ensure the exercise is realistic, and frame the “rules” for exercise play.**

- The exercise will be conducted in a no-fault environment where systems, processes, and outcomes—not individuals—will be evaluated.
- The exercise scenario is plausible, and events occur as they are presented.
- Exercise simulation contains sufficient detail to allow Players to react to information and situations as if the simulated incident were real.
- Participating teams may need to balance exercise play with real-world emergencies. If they occur, real-world emergencies take priority.

# EP&R | Exercise Artificialities (1/2)

**Artificialities are designed to alleviate potential constraints that could detract from exercise realism.**

- Exercise communication and coordination is limited to participating exercise organizations and venues listed in the Player Phonebook and ICS-203. The SimCell will simulate all other entities or organizations.
- Exercise simulation will be realistic and plausible and will contain enough detail from which Players can respond.
- Players should physically report to their exercise locations at StartEx and should presume to be “activated” within the simulated exercise world.
- Certain resources may purposefully be unavailable or available only in part to ensure exercise objectives can be accomplished.
- Tech down procedures (e.g., satellite phones, radios) will be simulated; all exercise communications will be via telephone and email, MS Teams chat, and face-to-face.



# EP&R | Exercise Artificialities (2/2)

**Artificialities are designed to alleviate potential constraints that could detract from exercise realism.**

- Each day of the exercise will serve as one Operational Period with night shift being simulated, providing shift transition collateral every morning.
- All phases of a PSPS Event will be exercised.
- Day 1 will start with Readiness Posture.
- Under no circumstances will power be de-energized during this exercise.

# EP&R | Exercise Terminology & Authority

- **STARTEX:** Start of the exercise
  - Can only be called by the Exercise Director or Lead Controller
- **PAUSEEX:** Global or local brief suspension in play
  - Global PAUSEEX is called by the Exercise Director or Lead Controller when all organizational units will pause exercise operations for a short period of time or between exercise conduct days
  - Local PAUSEEX is called by the on-site Controller and communicated to the Lead Controller and Exercise Director when a localized safety issue or brief training moment is required
- **RESUMEEX:** Resumption of the exercise
  - Called by the Exercise Director or Lead Controller to resume exercise play after a short pause or to start a subsequent exercise conduct day
- **ENDEX:** End of the exercise
  - Can only be called by the Exercise Director or Lead Controller once time has run out or the exercise objectives have been accomplished



# Scenario Overview



# Meteorology Scenario

- Dry, offshore wind event is expected to develop Thursday, April 30 through Friday, May 1
- Winds strengthen Thursday morning and are expected to reach peak intensity Thursday afternoon through Friday morning
- Northeasterly/Offshore Winds
  - 25 – 35 mph
  - Gusts 45 – 55+ mph, primarily over elevated terrain

## Distribution System Operations Impact Forecast Wednesday, April 29, 2026

### 1 OUTAGE RISK BY WEATHER TYPE

	Wednesday 4/29/26	Thursday 4/30/26	Friday 5/1/26	Saturday 5/2/26	Sunday 5/3/26	Monday 5/4/26	Tuesday 5/5/26	Wednesday 5/6/26
Heat								
Flashover								
Heavy Rain								
Thunderstorms								
Low Snow								
South Wind								
Northwest Wind								
Northeast Wind		2	2					
RISK LEGEND	No Risk		(1) Slight Risk		(2) Moderate Risk		(3) High Risk	

\* A Extended Divisional Outage Forecast will be issued when Risk(s) meet or exceed "Moderate" during that period

### 2 SYSTEM-WIDE OUTAGE CATEGORY PROBABILITY

	Wednesday 4/29/26	Thursday 4/30/26	Friday 5/1/26	Saturday 5/2/26	Sunday 5/3/26	Monday 5/4/26	Tuesday 5/5/26	Wednesday 5/6/26
Category 1	100%	0%	5%	85%	100%	100%	100%	100%
Category 2	0%	30%	50%	15%	0%	0%	0%	0%
Category 3	0%	65%	45%	0%	0%	0%	0%	0%
Category 4	0%	0%	0%	0%	0%	0%	0%	0%
Category 5	0%	0%	0%	0%	0%	0%	0%	0%

### 3 OUTAGE FORECAST & RISK TIMING BY DIVISION

		Wednesday 4/29/26		Thursday 4/30/26		Friday 5/1/26		Saturday 5/2/26	
		Outage Range*		Outage Range*		Outage Range*		Outage Range*	
		77	90	281	405	227	335	94	120
		Risk Timing**		Risk Timing**		Risk Timing**		Risk Timing**	
SYSTEM TOTAL				14:00 - 24:00		00:00 - 08:00		NA - Residual	
North Coast	Humboldt	5	6	10	15	8	14	5	7
	Sonoma	4	6	24	35	18	26	6	7
	North Bay	3	4	13	18	11	16	5	6
	TOTAL	12	16	47	63	37	56	15	20
North Valley & Sierra	North Valley	5	6	15	30	12	22	6	8
	Sierra	2	3	17	24	13	18	5	6
	Sacramento	7	9	14	19	12	16	6	8
	TOTAL	14	18	46	73	37	56	17	22
Bay Area	San Francisco	1	2	4	6	3	5	1	2
	East Bay	2	3	15	22	12	18	4	6
	Diablo	2	3	12	19	9	15	3	4
	Peninsula	3	4	13	21	11	16	3	4
	Mission	2	3	11	15	9	12	2	3
	TOTAL	10	16	56	84	44	66	13	19
South Bay & Central Coast	De Anza	2	3	14	23	11	19	3	6
	San Jose	3	4	19	27	15	24	4	7
	Central Coast	6	7	35	50	30	45	10	15
	Los Padres	3	4	10	16	8	13	3	5
	TOTAL	14	18	78	116	64	101	20	33
Central Valley	Stockton	5	8	15	24	12	20	6	8
	Yosemite	7	8	13	18	10	16	8	10
	Fresno	10	13	16	24	14	19	10	12
	Kern	4	5	11	16	9	14	5	7
	TOTAL	27	34	55	82	45	69	29	37

\* Outage range consists of an "Expected" and "Reasonable Worst Case" forecast of sustained transformer level outages and above

\*\* Risk timing reflects the peak outage period

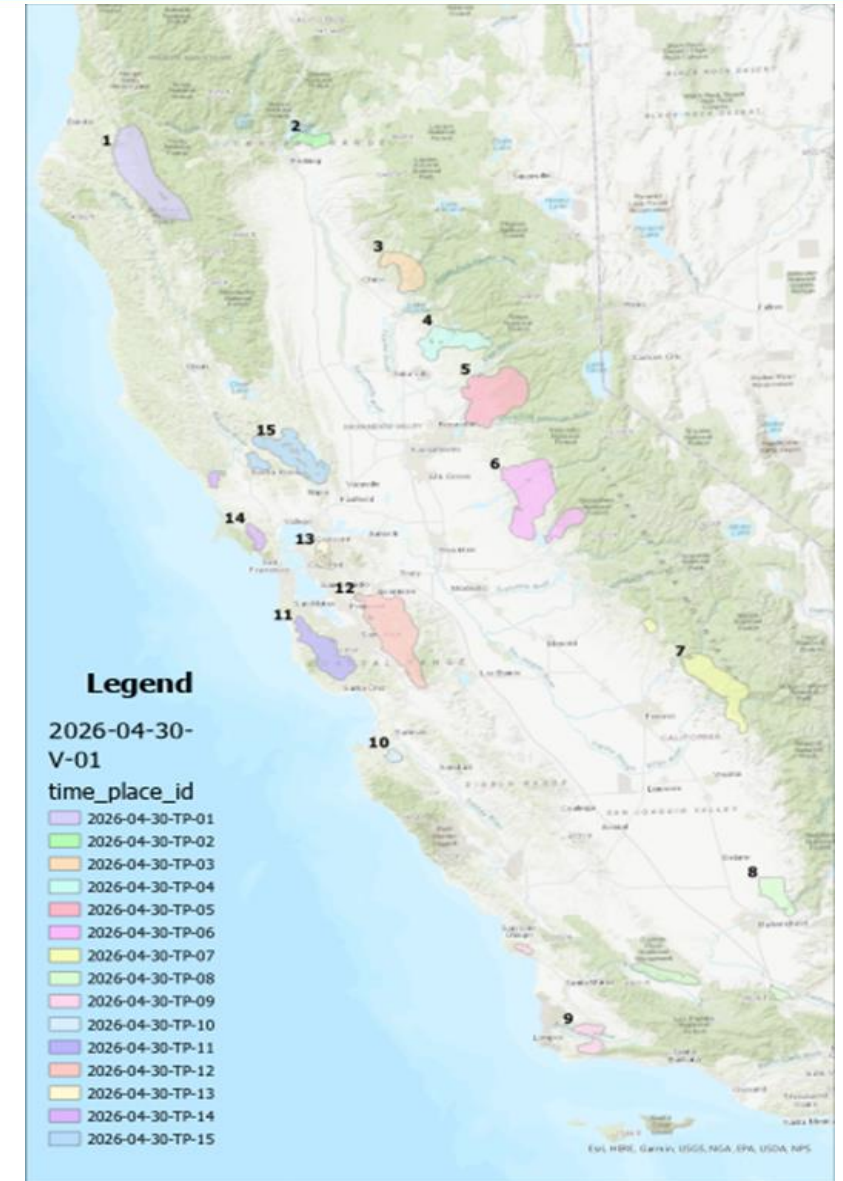
#### OUTAGE LEGEND

Category	Generalized Risk	Staffing
Category 1	Significant Adverse Weather Unlikely	Normal, but have a plan
Category 2	Adverse Weather Possible	Have plan for escalation
Category 3	Adverse Weather Likely	Staffing & Timing as Directed
Category 4	Extreme Weather Possible	Staffing & Timing as Directed
Category 5	Extreme Weather Likely	Staffing & Timing as Directed



# Meteorology Scenario - Initial Scope

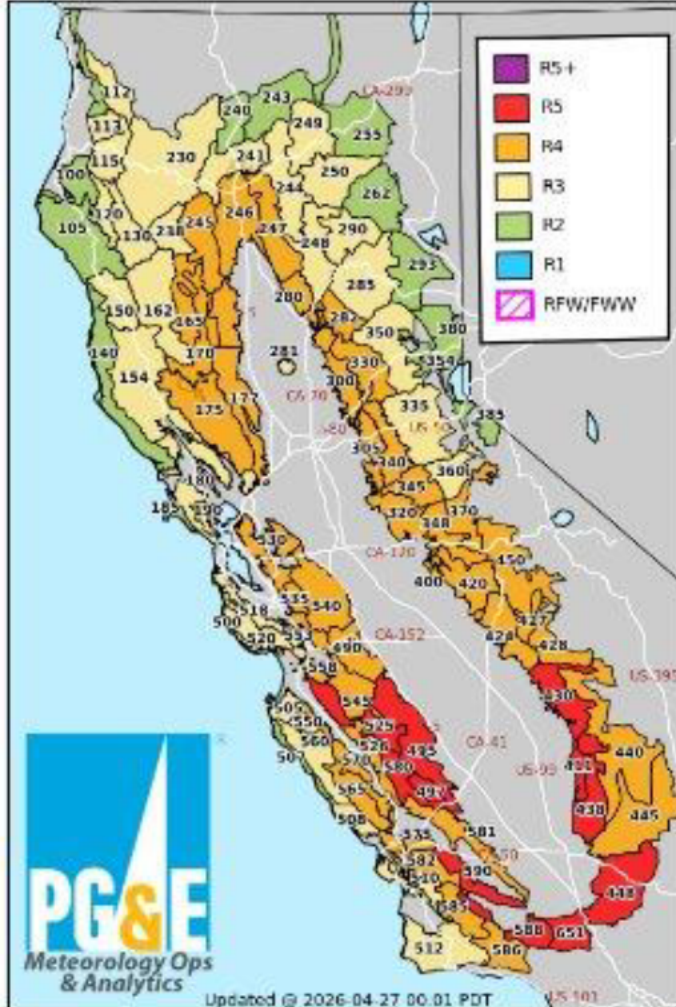
- Initial Scope
  - 15 Time-Places
  - 5 Regions
  - 18 Divisions (SF out of scope for PSPS- Tier 1 HFTD)
- Region
  - Bay Area
    - Bay Area REC
    - Mission OEC
    - Diablo OEC
    - East Bay OEC
    - Peninsula OEC





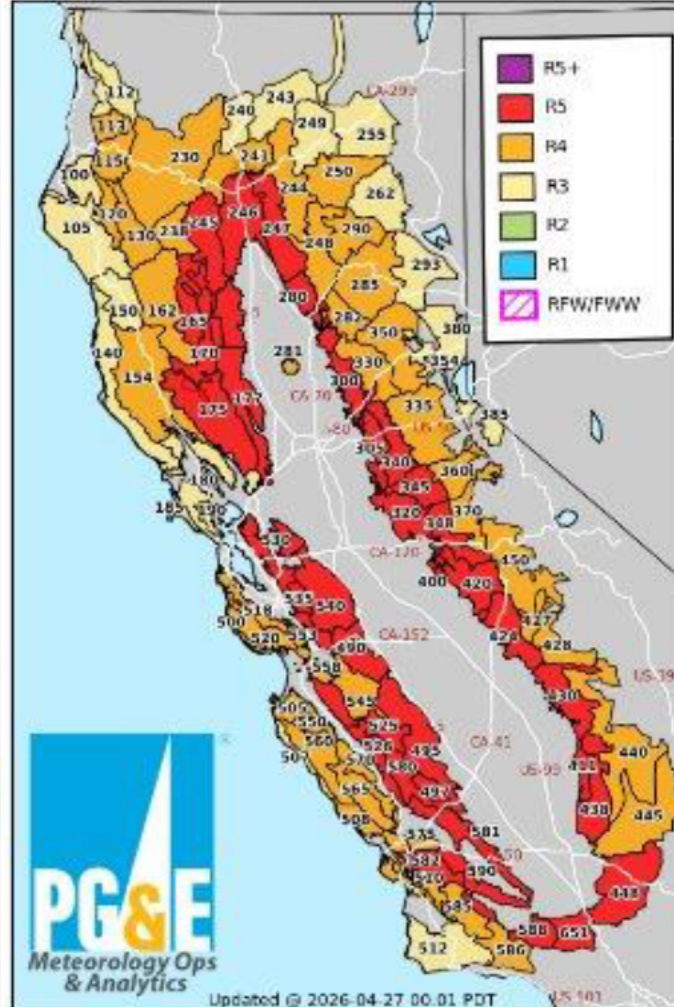
# Meteorology Scenario - FPI Indices

PG&E Utility Fire Potential Index Ratings  
Valid for 04/27/2026



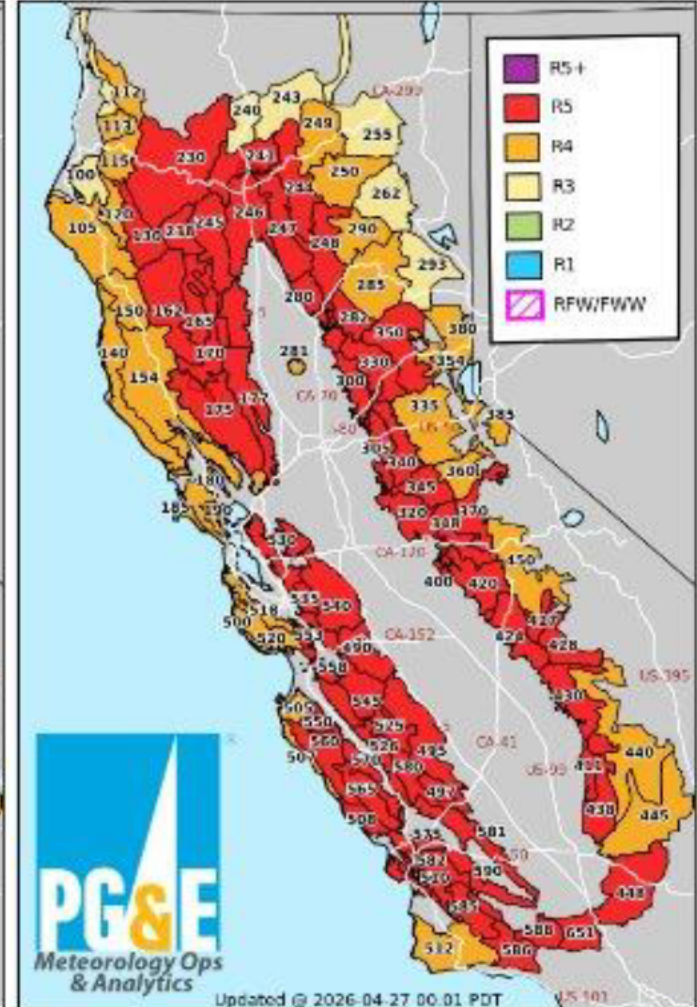
PG&E's Fire Potential Index is intended for the exclusive use of PG&E and is proprietary to PG&E. PG&E, nor its parent, corporations or affiliates, nor any person acting on their behalf, makes any warranty, expressed or implied, with respect to the use of PG&E's Fire Potential Index, or its accuracy or liability with respect to the use of PG&E's Fire Potential Index. This forecast is intended and has been issued solely for PG&E utility operations and should not be used for any other purpose or by any other entity. Do not share this information without authorization.

PG&E Utility Fire Potential Index Ratings  
Valid for 04/28/2026



PG&E's Fire Potential Index is intended for the exclusive use of PG&E and is proprietary to PG&E. PG&E, nor its parent, corporations or affiliates, nor any person acting on their behalf, makes any warranty, expressed or implied, with respect to the use of PG&E's Fire Potential Index, or its accuracy or liability with respect to the use of PG&E's Fire Potential Index. This forecast is intended and has been issued solely for PG&E utility operations and should not be used for any other purpose or by any other entity. Do not share this information without authorization.

PG&E Utility Fire Potential Index Ratings  
Valid for 04/29/2026

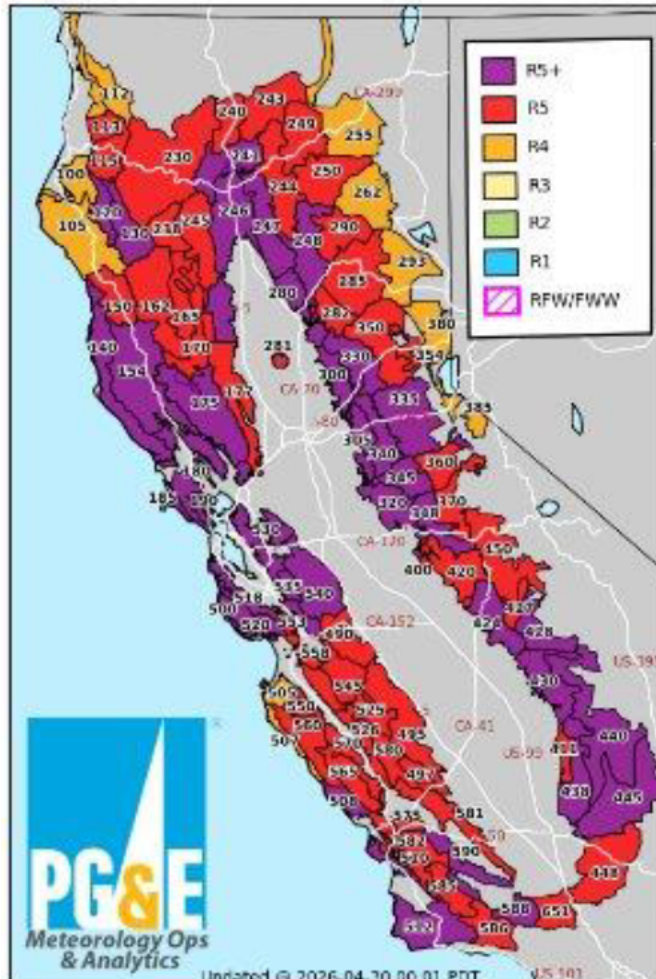


PG&E's Fire Potential Index is intended for the exclusive use of PG&E and is proprietary to PG&E. PG&E, nor its parent, corporations or affiliates, nor any person acting on their behalf, makes any warranty, expressed or implied, with respect to the use of PG&E's Fire Potential Index, or its accuracy or liability with respect to the use of PG&E's Fire Potential Index. This forecast is intended and has been issued solely for PG&E utility operations and should not be used for any other purpose or by any other entity. Do not share this information without authorization.

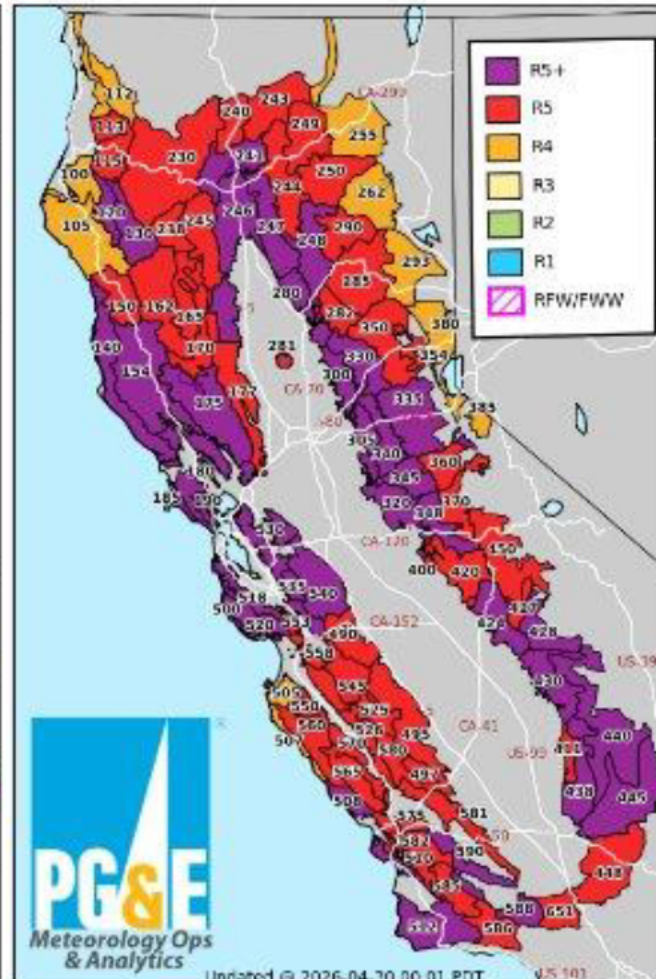


# Meteorology Scenario - FPI Indices

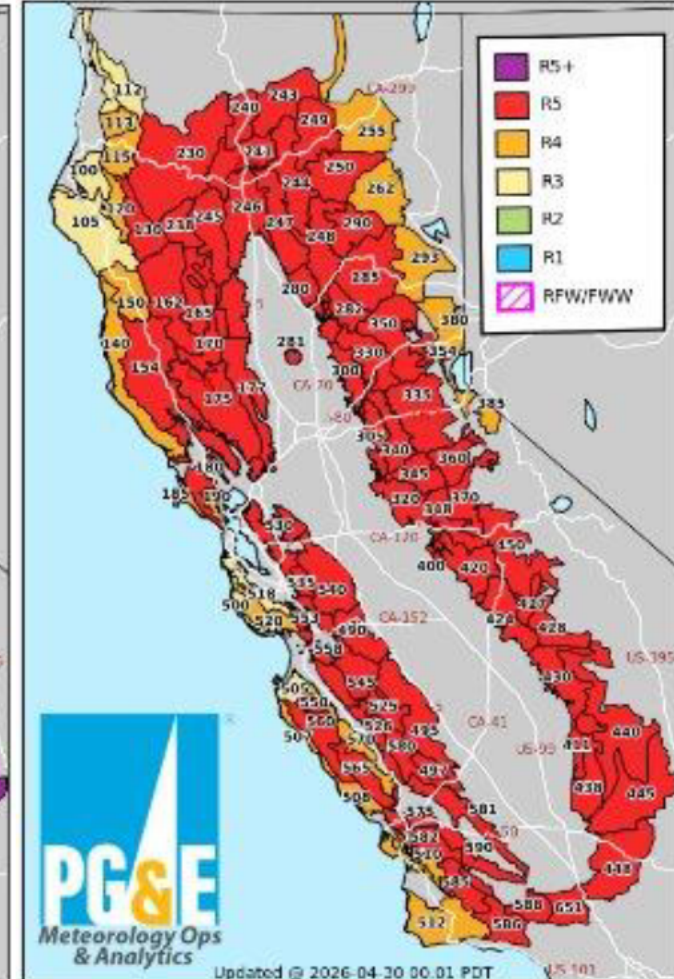
**PG&E Utility Fire Potential Index Ratings  
Valid for 04/30/2026**



**PG&E Utility Fire Potential Index Ratings  
Valid for 05/01/2026**



**PG&E Utility Fire Potential Index Ratings  
Valid for 05/02/2026**



# Meteorology Scenario – North Ops



## North Ops 7-day Significant Fire Potential Outlook

Issued by North Ops Predictive Services, Redding CA

Published: Wednesday, April 29, 2026

Predictive Service Area (PSA)	Wed 29 Apr	Thu 30 Apr	Fri 01 May	Sat 02 May	Sun 03 May	Mon 04 May	Tue 05 May	Wed 06 May
NC01 - North Coast		W	W					
NC02 - Mid Coast to Mendocino		W	W					
NC03A - Bay Marine		W	W					
NC03B - Diablo-Santa Cruz Mtns		W	W					
NC04 - Northwestern Mtn		W	W					
NC05 - Sac Valley/Foothills		W	W					
NC06 - NE California								
NC07 - Northern Sierras		W	W					
NC08 - Far Eastside								



# Meteorology Scenario – South Ops



## National Predictive Services Forecast California South Ops

Published: Wednesday, April 29, 2026

Predictive Service Area (PSA)	Wed 29 Apr	Thu 30 Apr	Fri 01 May	Sat 02 May	Sun 03 May	Mon 04 May	Tue 05 May	Wed 06 May
SC01 - Eastern Sierra			W					
SC02 - Central Sierra		W	W					
SC03 - Southern Sierra		W	W					
SC04 - Sierra Foothills		W	W					
SC05 - Central Valley		W	W					
SC06 - Central Coast Interior		W	W					
SC07 - Central Coast		W	W					
SC08 - South Coast			W	W				
SC09 - Western Mountains		W	W	W				
SC10 - Eastern Mountains			W	W				
SC11 - Southern Mountains			W	W				
SC12 - Lower Deserts				W				
SC13 - Eastern Deserts								
SC14 - Central Mojave			W	W				
SC15 - Upper Deserts			W	W				
SC16 - Northern Deserts			W	W				

### Legend:

#### Fuel Dryness

- Moist - Little no risk for large fires.
- Dry - Low risk of large fires in the absence of a "High Risk" event.
- Very Dry - Low/Moderate risk of large fires in the absence of a "High Risk" event.
- Data Unavailable.

#### High Risk Days

- At least a 20% chance of a "Large Fire" due to a combination of either "Dry" or "Very Dry" Fuel Dryness and an Ignition Trigger. High Risk Days will include the symbol indicating the type of event.
- At least a 20% chance of a new "Large Fire" or significant growth on existing fires due to a combination of either "Dry" or "Very Dry" Fuel Dryness and a Critical Burn Environment. High Risk Days will include the symbol indicating the type of event.

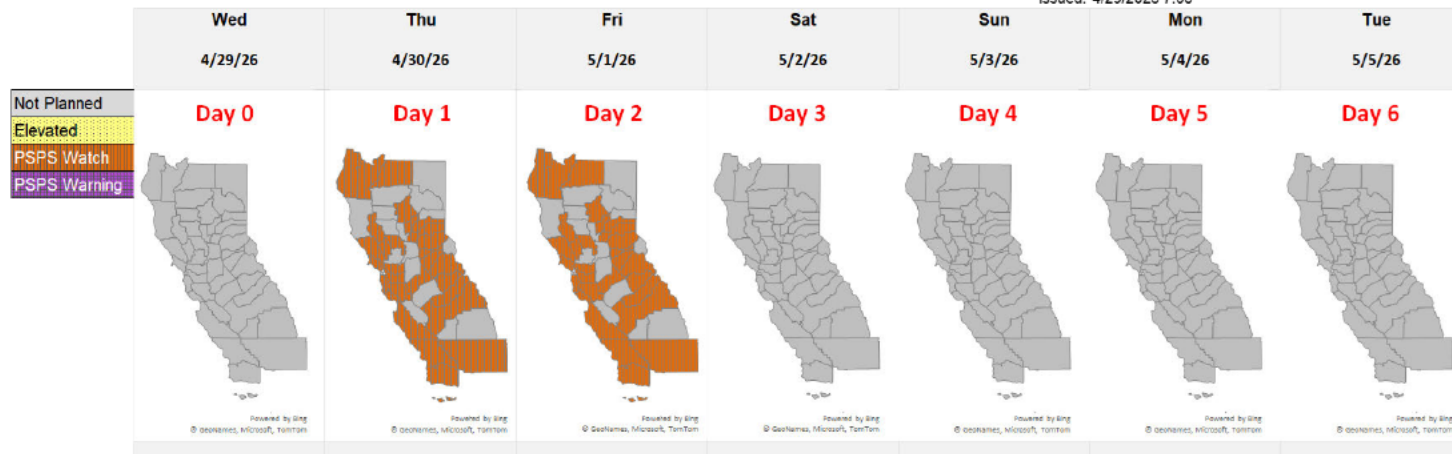




# Meteorology Scenario – PSPS Watch

PG&E 7 Day Public Safety Power Shutoff (PSPS) Potential

Issued: 4/29/2026 7:00



This forecast has been customized solely for PG&E utility operations and should not be used for any other purpose or by any other entity. This tool provides an outlook of the potential for a Public Safety Power Shutoff (PSPS) event in the next 7 days. It is not a fire danger forecast. PSPS decisions are made at more granular levels than provided here; thus, only a portion of a county may experience a PSPS event.

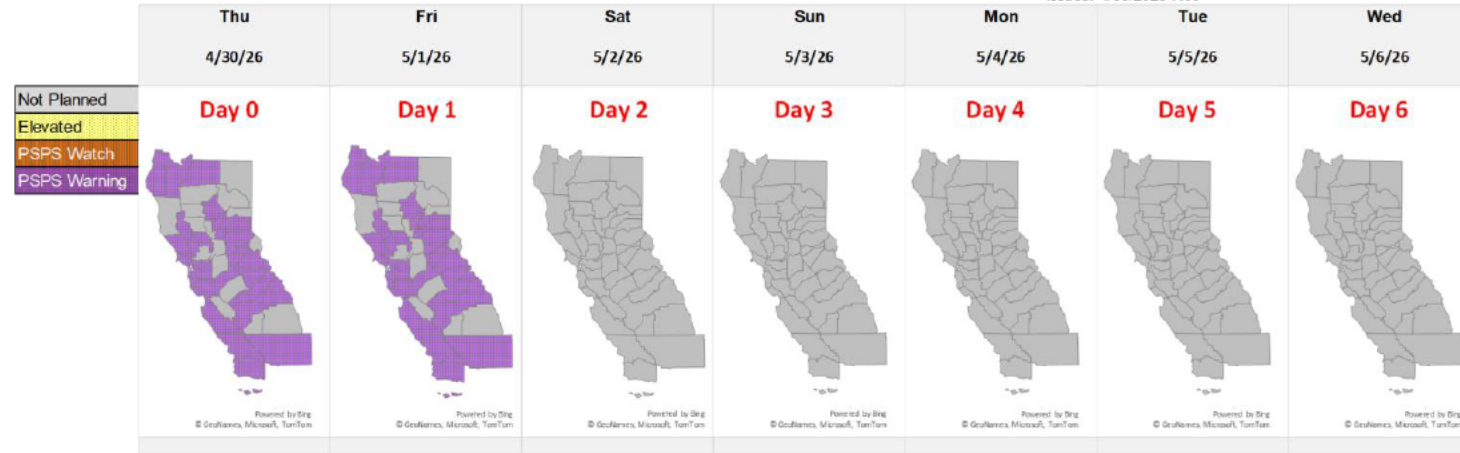
Day 0 Wed 4/29/2026			Day 1 Thu 4/30/2026			Day 2 Fri 5/1/2026			Day 3 Sat 5/2/2026			Day 4 Sun 5/3/2026			Day 5 Mon 5/4/2026			Day 6 Tue 5/5/2026		
Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning
				Humboldt Trinity Shasta Marin Sonoma Lake Napa Yolo Butte Nevada Placer Yuba San Mateo Santa Clara Santa Cruz Stanislaus Alameda Contra Costa Amador Calaveras El Dorado Mariposa Tuolumne Monterey Fresno Madera Kern San Luis Obispo Santa Barbara			Humboldt Trinity Shasta Marin Sonoma Lake Napa Yolo Butte Nevada Placer Yuba San Mateo Santa Clara Santa Cruz Stanislaus Alameda Contra Costa Amador Calaveras El Dorado Mariposa Tuolumne Monterey Fresno Madera Kern San Luis Obispo Santa Barbara													



# Meteorology Scenario – PSPS Warning

PG&E 7 Day Public Safety Power Shutoff (PSPS) Potential

Issued: 4/30/2026 7:00



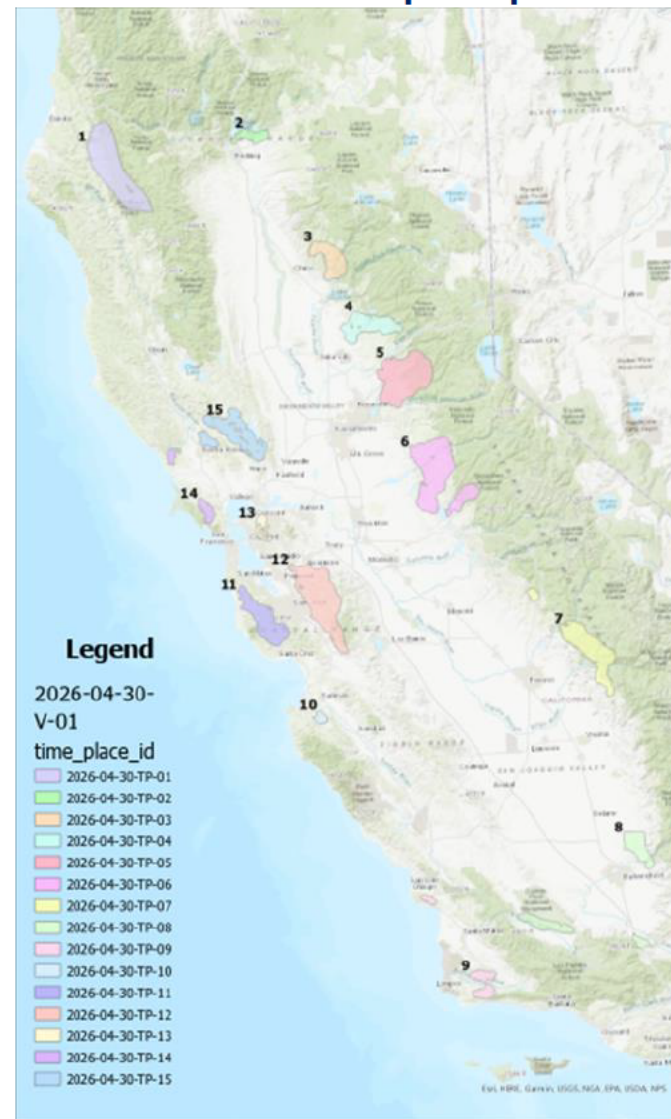
This forecast has been customized solely for PG&E utility operations and should not be used for any other purpose or by any other entity. This tool provides an outlook of the potential for a Public Safety Power Shutoff (PSPS) event in the next 7 days. It is not a fire danger forecast. PSPS decisions are made at more granular levels than provided here; thus, only a portion of a county may experience a PSPS event.

Day 0 Thu 4/30/2026			Day 1 Fri 5/1/2026			Day 2 Sat 5/2/2026			Day 3 Sun 5/3/2026			Day 4 Mon 5/4/2026			Day 5 Tue 5/5/2026			Day 6 Wed 5/6/2026		
Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning	Elevated	PSPS Watch	PSPS Warning
		Humboldt Trinity Shasta Marin Sonoma Lake Napa Yolo Butte Nevada Placer Yuba San Mateo Santa Clara Santa Cruz Stanislaus Alameda Contra Costa Amador Calaveras El Dorado Mariposa Tuolumne Monterey Fresno Madera Kern San Luis Obispo Santa Barbara			Humboldt Trinity Shasta Marin Sonoma Lake Napa Yolo Butte Nevada Placer Yuba San Mateo Santa Clara Santa Cruz Stanislaus Alameda Contra Costa Amador Calaveras El Dorado Mariposa Tuolumne Monterey Fresno Madera Kern San Luis Obispo Santa Barbara															

# Scenario Scope (cont'd)

- Single or multiple R5-Plus weather forecasts and conditions across the PG&E service territory
  - Conditions can stem from Santa Ana/Diablo Wind events, isolated wind events, dry conditions, etc.
- Disparate or multi-phase PSPS event(s)
  - R5 and R5-Plus conditions can be isolated or widespread, clustered or scattered, stable or dynamic
  - Impacts to rural, low income, or hard-to-reach communities
  - Impacts to Medical Baseline, Critical Customers, and other vulnerable populations
  - Cascading impacts to water supply or other community lifelines
  - Impacts to one Transmission Level Customer
    - Mutual Assistance Provided
      - NCPA (Lompoc)
  - Comms drill – Notification test to select external players during FSE (Customer)

**PSPS Initial Scope Map**





# FSE Scenario – Incident within PSPS

## Thermal Runaway Incident:

- Occurs April 27 (Monday morning).
- Notifications to Power Gen Branch Director (EOC).
- EOC Commander notified and initiates IMT activation.
- PowerGen IMT 3 deploys to Monterey County.
- April 28 (Tuesday: 0700) – Power Gen IMT begins play at Moss Landing (Elkhorn BESS).
- Involves Power Gen IMT work with PSS and agency having jurisdiction (AHJ) on transfer of command.
- Exercise play is 0700-1700 hours.







# 2026 FSE Pro Flow

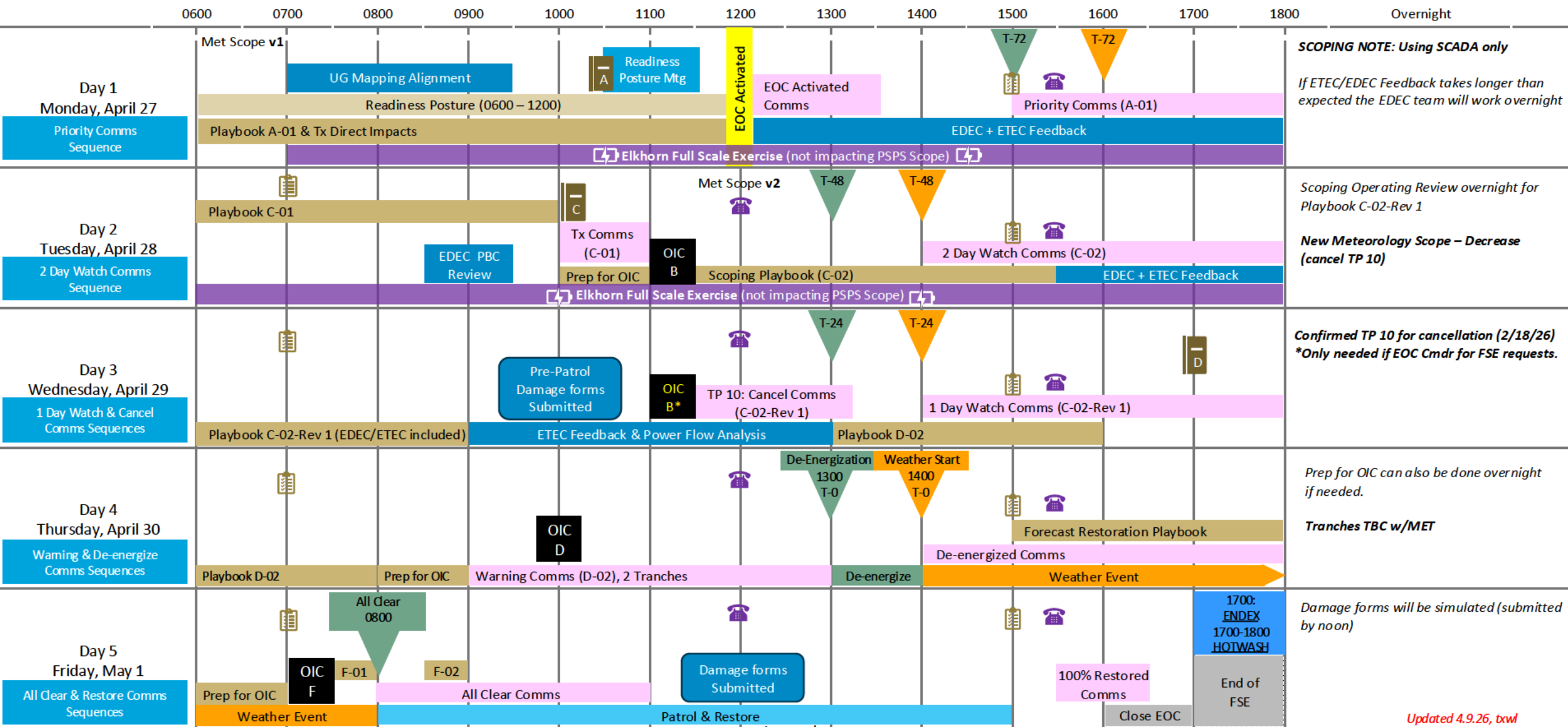
2026 Scope:  
Dx – 145 Circuits (will reduce in rescope)  
15 TPs, impacting 18 divisions  
Tx – City of Lompoc (NCPA)

Playbook Available

Elkhorn FSE

Co-Op Call (1200) & State Call (1530)

Cal OES Form (0700 & 1500)





# EP&R | Exercise Schedule & Player Location

Activity	Day 1	Day 2-4	Day 5	Meeting Link Location	Who attends?
C/E/S Daily Brief	0600 RP 1130 EOC	0545	0545	CES Bridge Line	C/E/S only
Sim Cell	0600-1800	0600-1800	0600-1600	Sim Cell Bridge Line	C/E/S only
*STARTEX Opening Brief	0600 RP 1200 EOC	—	—	<a href="#">Join the meeting now</a>	All
Exercise Play (WL)	0600-1800	0600-1800	0600-1630	EOC Sections Meeting Invites Emergency Coordination Center Meeting Invites	All
Morning Shift Transitions with Controller	—	0600	0600	EOC Sections Meeting Invites	P, O, C/E
*PAUSEEX	1800	1800	—	<a href="#">Join the meeting now</a>	All
*RESUMEEX (State of the World)	—	0600	0600	<a href="#">Join the meeting now</a>	All
Evening Shift Transitions with Controller	1730	1730	—	EOC Sections Meeting Invites	P, O, C/E
C/E/S Debrief	1745	1745	1630 (CES hotwash)	CES Bridge Line	C/E/S only
ENDEX	—	—	1700	—	All
All Hotwash	—	—	1700-1800	<a href="#">Join the meeting now</a>	All
	WL = Working Lunch RP = Readiness Posture EOC = Activation	C/E/S = Controller, Evaluator, Simulator P = Player O = Observer		*NOTE: StartEx, PauseEx, ResumeEx, and Hotwash are all the same link and titled “internal player invite” when opened. This is the Main EOC floor.	

\*The VERC doors and gates will be in ‘Exception Mode’ during the exercise. Corporate Security will be on site to provide any assistance needed.



# EP&R | Initial Conditions & Player Shift Transition

Players will receive a briefing to level-set initial **StartEx** conditions and **ResumeEx** conditions.

- A “simulated” night shift will approve the IAP and any other collateral and next morning will discuss at transition **with the controller**
- State of the World briefings will be between days at **ResumeEx** updating participants of overnight activities
- Weather will give an update at **StartEx** and throughout the exercise
- HAWC and Meteorology will report out conditions throughout the exercise

# EP&R | Readiness Posture: EOC Sections/Positions\*

- Safety: Safety Officer
- Liaison
  - Liaison Officer (LNO)
  - Liaison Coordinator (depending on EOC Activation timing)
- Customer Strategy: Customer Strategy Officer (CSO)
- Public Information
  - Public Information Officer (PIO)
  - Assistant Public Information Officer
- Operations
  - Operations Section Chief
  - Deputy Operations Section Chief
  - Distribution Branch Director
  - Transmission Branch Director
  - Vegetation Management Branch Director
  - Information Technology Coordination Center (ITCC) PSPS Application Task Force Lead
  - Temporary Generation Branch Director
  - Electric Distribution Emergency Center (EDEC)
  - Electric Transmission Emergency Center (ETEC)
- Planning
  - Planning Section Chief
  - Deputy Planning Section Chief
  - Situation Unit Leader
  - Documentation Unit Leader
  - Meteorologist-in-Charge
  - HAWC Unit Lead
- PSPS
  - PSPS Section Chief
  - PSPS Deputy Section Chief
  - PSPS Compliance Specialist
  - PSPS Scoping Unit Leader
  - PSPS Distribution Asset Health Specialist (DAHS)
  - PSPS Transmission Asset Health Specialist (TAHS)
  - PSPS Scoping Specialist
  - PSPS External Reporting Unit Leader
  - PSPS Portal Specialist
  - PSPS Notification Specialist Lead
  - PSPS Notification Specialist Support
- Logistics
  - Logistics Section Chief
  - Emergency Site Unit Leader
- Finance and Administration Section
  - Finance and Administration Section Chief
  - Deputy Finance and Administration Section Chief

Select Readiness Posture Staff  
Day 1: 0600 hours Start  
In Person\*

Readiness Posture Staff  
Day 1: 0600 hours Start  
Virtual

EOC Activation  
Day 1: 1200 Hours Start

# EP&R | Readiness Posture: EOC Sections/Positions\*

DAY 1 Readiness Posture In-Person at VERC 0600*			
Liaison	Liaison Officer		
Liaison	Assistant Liaison Officer		
Safety	Safety Officer		
Safety	Asst. Safety Officer		
Public Information	Public Information Officer		
Customer	Customer Strategy Officer Deputy		
Customer	Customer Strategy Officer		
Customer	CSO Staff		
Operations Section	Operations Section Chief		
Operations Section	Deputy Ops Chief		
Operations Section	Distribution Branch Director		
Operations Section	Transmission Branch Director		
Plans Section	Plans Section Chief		
Plans Section	Deputy Plans Chief		
Plans Section	Documentation Unit Lead		
Plans Section	Documentation Unit Support		
PSPS Section	Chief (Primary)		
PSPS Section	Deputy (Primary)		
PSPS Section	Scoping Unit Lead (Primary)		
Logistics Section	Logistics Section Chief		
Finance & Admin Section	Finance & Admin Section Chief		
Finance & Admin Section	Finance & Admin Deputy Chief		

Select Readiness Posture Staff  
Day 1: 0600 hours Start  
In Person\*

Readiness Posture Staff  
Day 1: 0600 hours Start  
Virtual

EOC Activation  
Day 1: 1200 Hours Start

# Exercise Guidelines



# EP&R | Safety and Real-World Emergencies

- Safety and real-world emergencies take priority over exercise events
  - If there is an unsafe situation, stop activity
  - Report all minor accidents and injuries to the Lead Controller
  - For all major accidents or injuries, call 911
- “**Emergency Traffic**” is the designated phrase that indicates there is a real emergency

# EP&R | Communication Rules of Engagement

- **Player Communications**

- Primary methods of Player communication will be MS Teams Chat and email.
- All non-face to face communication will start and end with **“This is an exercise”** or **“EXERCISE EXERCISE EXERCISE”**.
- Players will not send communications to departments and agencies that are not participating in the exercise.

- **Controller/Evaluator/Simulator Staff Communications**

- Primary method of communication with Lead Controller/Lead Evaluator:
  - **MS Teams Chat** via **Controller/Evaluator/Simulator (C/E/S) Bridge Line**
  - Communication between Controllers and the SimCell is encouraged via **MS Teams Chat** within the **Simulation Cell Bridge Line**

**Players should ONLY email Players that are engaged in the exercise**  
**DO NOT use any real-world distribution lists (e.g., “EO EOC Out”) or email anyone outside of exercise play.**





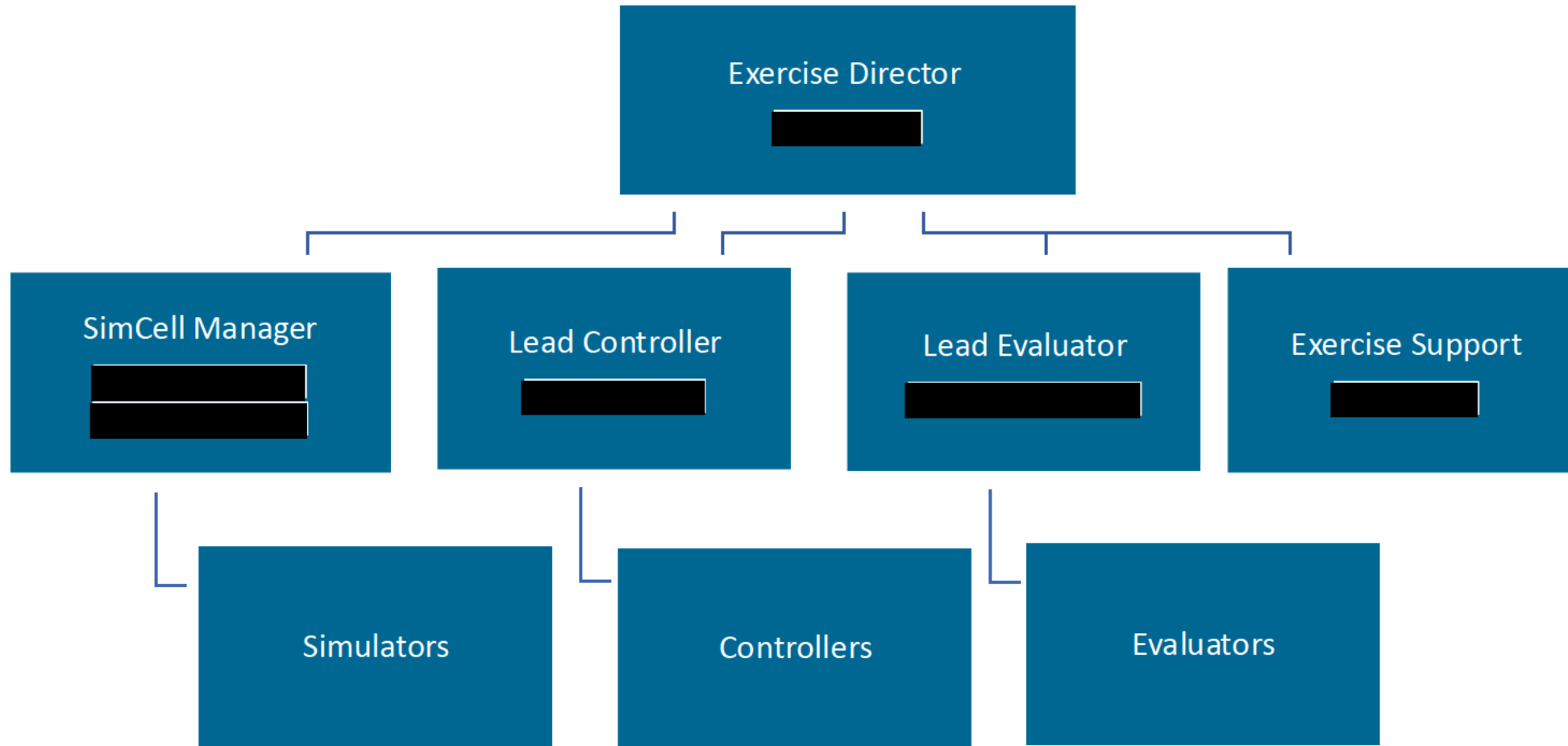
# EP&R | Exercise Materials

Document	Audience	Purpose	Developed by
Exercise Plan (ExPlan)	Players and Observers	Provides participants with a synopsis of the exercise	EP&R
External Observer Guide (VERC Public Safety Partner Guide)	External Observers	Accompanies the Exercise Plan and provides external observers with guidelines for coming in person	EP&R
Controller/Evaluator/ Simulator (C/E/S) Handbook	Controllers, Simulators, and Evaluators	Describes the roles and responsibilities of exercise controllers and evaluators, as well as the procedures they should follow during the exercise	EP&R
Master Scenario Events List (MSEL)	Controllers, Simulators, and Evaluators	Contains a chronological listing of the events aka injects that drive exercise play	EP&R, Exercise Planners
Exercise Evaluation Guides (EEGs)	Evaluators	Provides evaluators with information on what they should expect to see and evaluate during exercise play	EP&R, Exercise Planners
Initial Conditions Slides	Controllers, Simulators, and Evaluators	Provides detailed scenario information prior to START-EX	EP&R, Exercise Planners
State-of-the-World Slides/Docs	Players, Controllers, Simulators, and Evaluators	Provides a high-level overview of exercise scenario information prior to RESUME-EX between exercise conduct days	EP&R, Exercise Planners
Exercise Phone Book	Players, Controllers, Simulators, and Evaluators	Provides a list of who is playing and their contact information to use during the exercise	EP&R

# EP&R | Exercise Roles


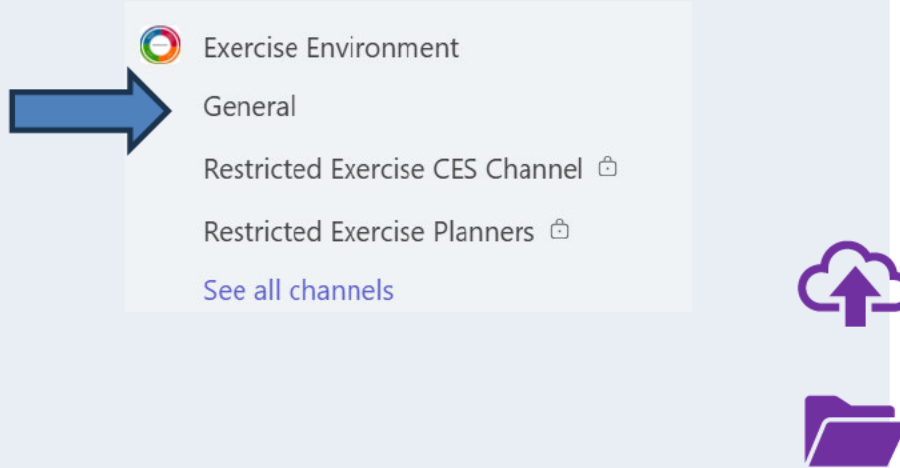
- **Players:** Players are personnel who perform their regular roles and responsibilities during the exercise. Players initiate actions in response to the simulated emergency.
- **Controllers:** Controllers plan and manage exercise play, set up and operate the exercise sites, and/or portray the roles of organizations or individuals that are not playing in the exercise.
- **Simulators:** Simulators are control staff personnel who role play nonparticipating organizations or individuals.
- **Evaluators:** Evaluators observe and document performance against established exercise objectives and critical tasks in accordance with Exercise Evaluation Guides (EEGs).
- **Observers:** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, nor do they perform any control or evaluation functions.
- **Exercise Support:** The exercise support staff includes individuals who perform administrative and logistical support tasks during the exercise. There will be a channel on the Exercise Environment where you can go to get support.

# EP&R | Exercise Control Organization

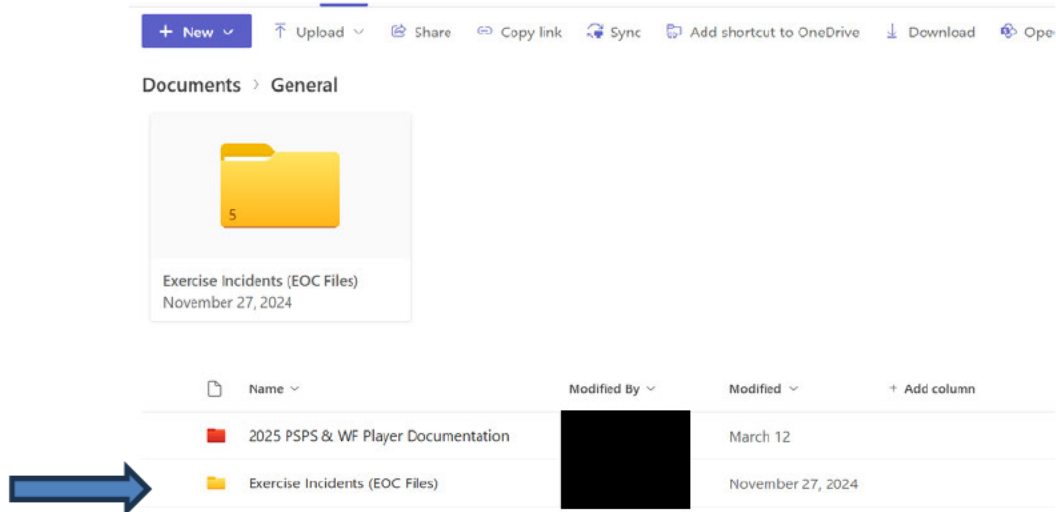


# Virtual Exercise Logistics

## MS Teams Exercise Environment Dos and Don'ts

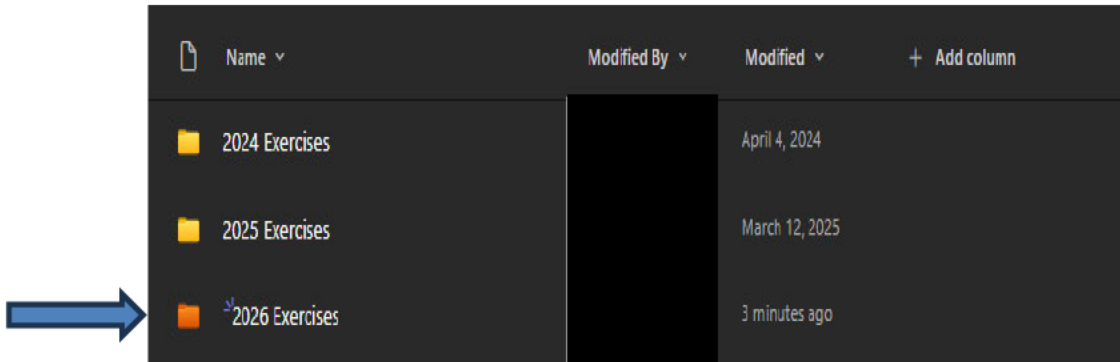
Don't	Do Store Content in <b>General&gt;Files</b>
<p>Do <b>not</b> go to EOC SharePoint site for exercise templates or files.</p> <p>Do <b>not</b> store Exercise documents in EOC SharePoint site.</p> <p>Do <b>not</b> store Exercise document in the Channels.</p>  <p>Do: Chat in the channel.</p>	 <p>Do: Create and upload exercise content in the folder related to your section in <b>General&gt;Files</b>.</p>

# Exercise Environment



OneDrive interface showing a folder named "Exercise Incidents (EOC Files)" with a blue arrow pointing to it. The folder is located under "Documents > General". The folder icon is a yellow folder with the number "5" on it. Below the folder icon, the text "Exercise Incidents (EOC Files)" and "November 27, 2024" are visible. Below the folder, a table lists files and folders:

Name	Modified By	Modified
2025 PSPS & WF Player Documentation		March 12
Exercise Incidents (EOC Files)		November 27, 2024



OneDrive interface showing a folder named "2026 Exercises" with a blue arrow pointing to it. The folder is located under "Documents > General". The folder icon is a yellow folder with the number "5" on it. Below the folder icon, the text "Exercise Incidents (EOC Files)" and "November 27, 2024" are visible. Below the folder, a table lists files and folders:

Name	Modified By	Modified
2024 Exercises		April 4, 2024
2025 Exercises		March 12, 2025
2026 Exercises		3 minutes ago

## For All participants:

- Check In Check Out:
  - ERTT
  - Type 'ertt' into search bar in MS Edge
- R&R and OT based on Position
- All PSPS FSE personnel will use **8222977** for all expenses, including time cards
- ICS 214 everyday
- Hotwash link



# EP&R | Emergency or Coordination Center Operations

Functional Areas	Emergency or Coordination Center	Full-Scale Exercise Status
Customer Care	CCECC	Staffed
EP&R	VERC EOC	Staffed
Operations	OECs	East Bay, Diablo, Mission, Peninsula OEC All others Simulated
Operations	REC	Bay Area Staffed All others Simulated
Electric Transmission	GCC/ETEC	Staffed
Substation	STREC (Substation/T-Line)	Simulated
Electric Distribution	EDEC	Simulated
IT	ITCC/ENOC	Staffed
Logistics	MTCC	Staffed
HAWC	HAWC	Staffed
Facilities	FCC	Staffed



# EP&R | System Operations

Owner	System	QA/Live/Simulated	Purpose
PSPS Technology	PSPS Viewer	Live	Used to develop playbooks, customer impact lists, customer notification files, transmission lists
	PSPS Portal	Live	Provides PSPS impact visibility to internal/external public safety partners
	PSPS Foundry	Live	Situation Reports and Playbooks
Customer Care	On-Track Tool	Simulated	Used to track door knock status complete/incomplete
Operations	Outage Management Tool (OMT)	QA	Electric outage monitoring and mitigation
HAWC	Live Incident Dashboard	Simulated	Intelligence and monitoring Situational Awareness
Resource Unit	Resource Plan	Simulated	Resource tracking
EP&R	Teams Exercise Environment	QA	Emulates the Virtual EOC for documentation



# Controller Training



# EP&R | Controller Responsibilities 1/2

Controllers issue exercise information/direction to Players as required, monitor the exercise timeline and direct pace of play, and may prompt or initiate certain Player actions and injects to the Players to ensure exercise continuity.

- All Controllers report to the Lead Controller
  - If Players are overwhelmed, inform the Lead Controller so that they can work with the Sim Cell to slow exercise pace.
  - If play is slow or lacking activity, inform the Lead Controller so that they can work with the Sim Cell to better challenge the Players.
- **All Controllers need to make sure they are invited to their section's meetings by direct coordination with their respective Players.**

Example: If you are a controller for the Operations Section, make sure the Operations Section Chief invites you to all of their meetings.



# EP&R | Controller Responsibilities 2/2

Controllers issue exercise information/direction to Players as required, monitor the exercise timeline and direct pace of play, and may prompt or initiate certain Player actions and injects to the Players to ensure exercise continuity.

- Report any simulation issues to the Sim Cell via MS Teams Sim Cell Meeting Invite **Chat** or call the Sim Cell Manager (in Exercise Phone Book).
- Supervise the safety of all exercise participants.
- Maintain the MSEL, including times that injects are delivered and their current status.

# EP&R | Controller Instructions 1/2

## Before the Exercise

- Review the C/E/S Handbook and the MSEL
- Report to C/E/S Bridge Line by **0530** for Readiness Posture if applicable (Day 1)
  - Refer to PSPS Annex and Phone book if you are unsure if you are part of Readiness Posture
- All other C/E/S staff **NOT** part of Readiness shall report to C/E/S Bridge Line by **1130** (Day 1)

## During the Exercise

- Monitor the exercise timeline, MSEL, and pace of the exercise.
- **Conduct transition briefs simulating the night shift** handing over to the day shift between days (ad hoc injects).
- Help your Evaluator capture key issues for the After-Action Report (AAR).
- Provide key data or injects to Players as stated in the MSEL and do not make up information.
- Do not give information to Players about scenario progress or other participants' methods of problem resolution.

# EP&R | Controller Instructions 2/2

## PauseEx and EndEx

- Encourage Players to complete the HotWash and 214s via the link.
- Meet with your Evaluators to ensure that your team captured all salient points from the exercise.
- Attend the daily Debrief using the **Controller/Evaluator/Simulator (C/E/S) Bridge line**.
- Attend the 30-minute CES Hotwash Session at the End of Day 5 at 1630 and the Player Hotwash Session at 1700.
- At the end of Day 5, please turn in all of your exercise materials to the Lead Evaluator.

# Evaluator Training



# EP&R | Evaluator Responsibilities (1/2)

Evaluators use EEGs to document observations, capture unresolved issues, and analyze exercise results. Evaluators do not interfere with exercise flow or Player action.

- Evaluators will be located at the EOC, RECs/OECs, Control Centers and in the virtual Exercise Environment including Outlook meetings in close proximity to their players
- Understand the exercise scenario, overall objectives, and core capabilities, as well as the plans, policies, and procedures of the FAs being evaluated (CERP, PSPS Annex, Wildfire Annex, FA plans)
- Use EEGs to document performance relative to Section-specific critical tasks
  - Observe and analyze exercise play to identify strengths and opportunities for improvement
- **Exercise Evaluation Goal:** Assess an organization's capabilities to accomplish a mission, function, or objective
- **Evaluation is accomplished by:**
  - Closely observing exercise play and collecting performance data
  - Analyzing exercise performance data against expected outcomes and reporting outcomes in the After-Action Report (AAR)

# EP&R | Evaluator Responsibilities (2/2)

- Inform the Lead Evaluator of problems related to exercise design
- **All Controllers & Evaluators need to make sure they are invited to their section's meetings by direct coordination with their respective Players.**
  - Example - If you are a controller/evaluator for Operations Section, make sure the Section Chief has you invited to all meetings).

# EP&R | Exercise Evaluation Guides (EEGs)

- Provides Evaluators with consistent standards and guidelines for observation, data collection, analysis, and report writing.
- Evaluators' document major decisions, discussions, and how critical tasks have been met.
- The strengths and areas for improvement identified by the Evaluators in EEGs are used to develop the After-Action Report.

EXERCISE DATA COLLECTION				
<b>Objective 1 Planning:</b> 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.				
Overall Performance Rating				
Objective	Performed	Performed with Challenges	Not Performed	N/A
Critical Tasks	Rating			
<i>Record observations (for each critical task)</i> <i>Note areas of strength (best practice) and areas needing improvement (in the form of a problem statement)</i>	Performed	Performed With Challenge	Not Performed	N/A
1. Attend and participate in Command & General Staff (C&GS), Tactics, Strategy, and other meetings as necessary as part of the PG&E Planning P operational cadence within the EOC				
<b>CT 1 Observations:</b> <div style="height: 150px; background-color: #e6f2ff;"></div>				

# EP&R | Evaluation Notes – What to Record

- **Observe –**
  - Creative Player problem-solving and best practices
  - Application of identified plans and policies
  - Equipment and technology issues in relation to Player efforts
- **Record –**
  - Player action in relation to scenario events
  - Key decisions made by Players
  - Deviations from current plans, policies, and procedures
  - Challenges or problems identified
- **Identify Where –**
  - Plans, policies, or procedures need clarification or modification
  - Organizational structure is unclear or organizational issues need resolution
  - Additional equipment, systems, or trainings are needed
- **Answer –**
  - What happened vs. what was supposed to happen?
  - If there is a difference, why?
  - What is the impact of the difference?
  - What is the root cause?



# EP&R | Exercise After Action Report (AAR)

**The AAR will reflect Player performance across the exercise.**

- Company-wide strengths and areas for improvement, best practices, and root cause analysis with exercise-specific examples and nuances
- Informed by all exercise participants (Evaluators, Simulators, Controllers, and Players)
- Objective-related findings and performance ratings for each section/position
- Corrective actions and improvement plan to enhance emergency response processes and other company plans, policies, and procedures, personnel training, and future performance in exercises/activations

# EP&R | Evaluator Instructions (1/2)

## Before the exercise

- Review the EEG, C/E/S Handbook and the MSEL
- Report to C/E/S Bridge Line by **0530** for Readiness Posture if applicable (Day 1)
  - refer to PSPS Annex and Phone book if you are unsure if you are part of Readiness Posture
- All other C/E/S staff **NOT** part of Readiness report to Bridge Line by **1130** (Day 1)

## During the exercise

- Stay close to Player decision-makers
  - Document when, how, and what time a decision was made or implemented
- Record all significant events you observe; Evaluate the actions of Players, not the Players themselves
- Assess if the Players achieve the critical tasks outlined in the EEGs; Focus on the process and the outcome
- **Do not** interact with Players unless necessary to clarify action

# EP&R | Evaluator Instructions (2/2)

## At PauseEx and EndEx

- Encourage Player HotWash everyday at PauseEx via HotWash Link
- Attend the daily Debrief using the **Controller/Evaluator/Simulator (C/E/S) Bridge Line**
- Ensure Player/Controller notes, whiteboard drawings, etc. are collected and properly recorded
- Connect as necessary with any relevant offsite Controllers who may have observed major Player discussions, decisions, or other activities
- Attend the 30-minute CES Hotwash Session at the End of Day 5 at 1630 and the Player Hotwash Session at 1700
- Type up your EEGs and all notes and give to the Lead Evaluator **by May 8th, 2026**



# Simulator Training



# EP&R | Simulator Responsibilities

Simulators are control staff personnel who role play as nonparticipating organizations or individuals in accordance with instructions provided in the MSEL.

- All Simulators will operate from the **MS Teams SimCell meeting invite** and use the **locked C/E/S Channel** on the Exercise Environment for documentation.
- Simulators act as trusted agents during exercise conduct due to their insider knowledge of the exercise and must not share scenario information with exercise players or third parties prior to conduct.
- Simulators function semi-independently under the supervision of the SimCell Manager, enacting roles in accordance with instructions provided in the scenario updates.

# EP&R | Simulator Instructions (1/2)

## Before the Exercise

- Review the C/E/S Handbook and download a copy of the MSEL for taking notes (do not edit)
- Report to C/E/S Bridge Line by **0530** for Readiness Posture if applicable (Day 1)
  - Refer to PSPS Annex and Phone book if you are unsure if you are part of Readiness Posture
- All other C/E/S staff **NOT** part of Readiness report to Bridge Line by **1130** (Day 1)
- After morning CES brief, report to Sim Cell Bridge Line by **0600**

## During the Exercise

- Review the C/E/S Handbook and download a copy of the MSEL for taking notes (do not edit)
- Report to C/E/S Bridge Line by **0530** for Readiness Posture if applicable (Day 1)
  - Refer to PSPS Annex and Phonebook if you are unsure if you are part of Readiness Posture
- All other C/E/S staff **NOT** part of Readiness shall report to Bridge Line by **1130** (Day 1)
- After morning CES brief, report to Sim Cell Bridge Line by **0600**

# EP&R | Simulator Instructions (2/2)

## During the exercise

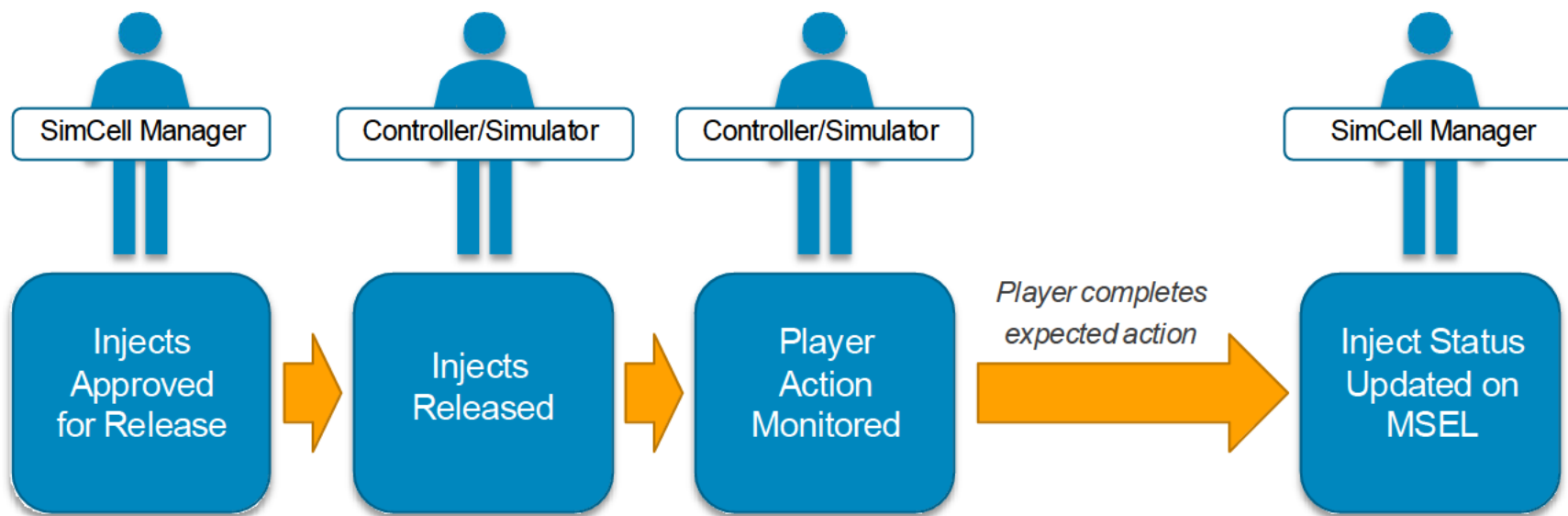
- Do not release an inject without approval from the SimCell Manager
  - Coordinate any modifications to the MSEL with the SimCell Manager
  - Record ad hoc injects and send them to SimCell Manager

## PauseEx and Endex

- Attend the daily Debrief/Hotwash using the **Controller/Evaluator/Simulator (C/E/S) Bridge line**
- Attend the 30-minute CES Hotwash Session at the End of Day 5 at 1630 and the Player Hotwash Session at 1700
- At the end of Day 5, please turn in all your exercise materials to the Lead Evaluator

# SimCell Operations

# EP&R | MSEL Inject Life Cycle



- Simulators will take appropriate action to deliver inject as noted in the MSEL (e.g., phone call, email)



# EP&R | How To Deliver an Inject

**Simulators will receive an electronic copy of the MSEL in the Teams SimCell Channel**

- Send injects to the appropriate player, at the appropriate time, and as detailed within the MSEL and when released by the SimCell Manager.
- Identify the inject method (phone, email, or text including Teams' chat), inject date, and inject time
- Identify the name of the simulated position by whom the inject is delivered





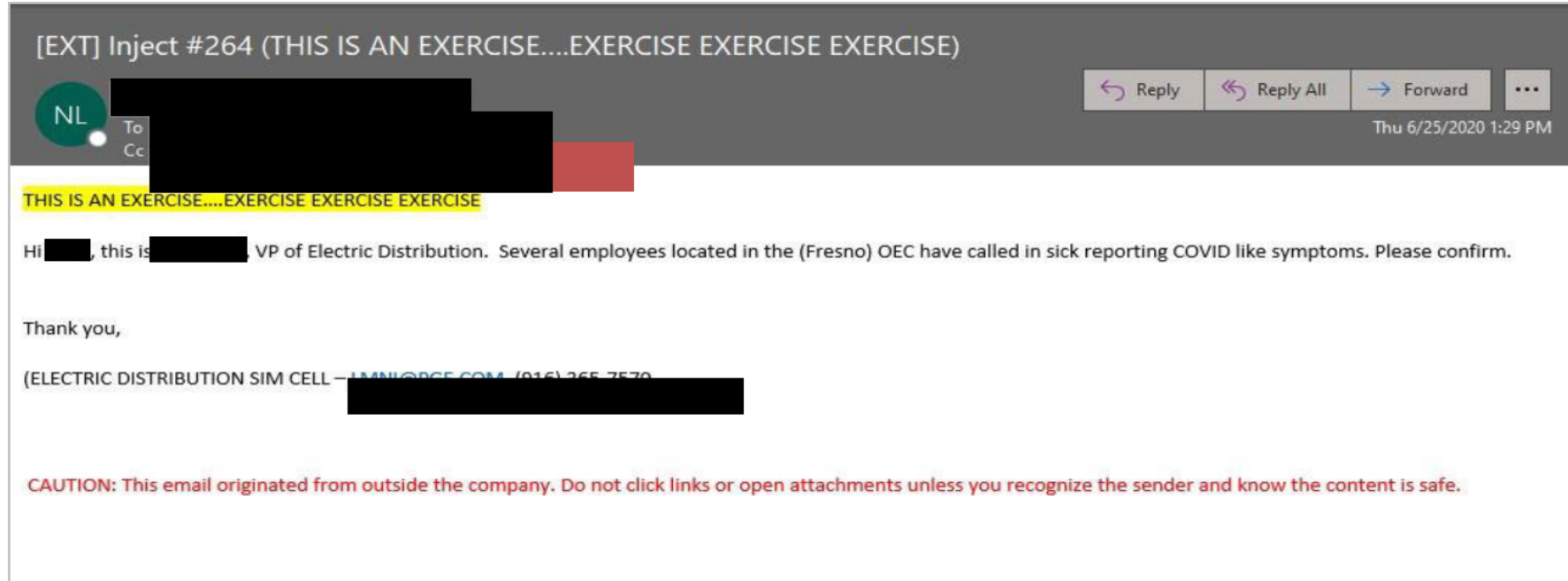
# EP&R | How To Deliver an Inject

Simulators will receive an electronic copy of the MSEL in the Teams SimCell Channel

- Identify the inject recipient and their contact information.
- Simulators should record inject responses and the time in the “Notes” section of the Master Scenario Events List (MSEL).
- The Final Version of the MSEL will be located in MS Teams C/E/S Channel. **DO NOT EDIT.**

# EP&R | How To Deliver an Inject

## Send Injects via Email, Text, Teams Chat, or Phone Call



- When delivering via a **phone call**, **text** or **Teams Chat** please use **“EXERCISE EXERCISE EXERCISE”** to start the inject script
- Please add [REDACTED] to your email Cc line
- **HIGHLY** recommend writing up your email injects prior to the exercise!

# EP&R | MSEL Tracking Process

**A live version of the MSEL for tracking will be projected in the SimCell Teams Meeting**

- Simulators deliver injects based on release times defined in the MSEL.
- Simulators will communicate inject status via MS Teams Chat with the SimCell Manager.
- The MSEL and the release of injects will be tracked using an Excel spreadsheet, and each inject will be shaded to indicate status.

Color	Meaning
Open	Inject not yet released
Approved	Inject approved for release
Out	Inject Delivered
Closed	Inject Closed (Player(s) has met expected action)
Cancelled	Inject cancelled (by SimCell Manager)
Inject Issue	Inject issue (delayed entry, wrong recipient, etc.)

# EP&R | Contacting the SimCell (1/2)

## **What Players should expect when contacting the SimCell**

- Accurate and realistic answers to inquiries
- Situational information and updates

## **What Players should not expect when contacting the SimCell**

- All the answers to inquiries
- Misinformation
- Immediate resolution (Simulators may tell Players that they may call back)

# EP&R | Contacting the SimCell (2/2)

Player communications should only be sent to participating organizations and the SimCell

## Players should contact the SimCell to:

- Obtain or provide information regarding an inject
- Contact a department or agency that is not playing
- Contact the private sector and/or vendors that are not playing

## Players should not contact the SimCell if:

- The information sought can be attained from a Player
- Players will refer to the Exercise Phone Book for contacts of Simulated participants/orgs

# Reminders



# EP&R | Final Reminders

- **Do not share this information prior to the exercise.**
- Work within your role.
- Do not interfere with exercise play.
- Always begin communications with, **“This is an exercise”** or **“EXERCISE EXERCISE EXERCISE”**.
- Refer to the C/E/S Handbook and other documents or contact the Lead Controller if you have any questions or problems.
- Refer all real-world media inquiries to the PIO, [REDACTED]
- Participate in C/E/S Briefings.
- Safety comes first.



# Next Steps



# EP&R | Next Steps

## Obtain from the Exercise Environment:

- C/E/S Handbook, MSEL and EEGs >>> CES Restricted channel
- ExPlan and Phone Book >>> General channel
- External Observer Guide >>> General channel
- **Conduct:** April 27 - May 1, 2026 (0600-1800 everyday)
  - Report to your exercise location at 0530 Virtually or at VERC (Day 1 for Select Readiness Posture – In Person) \*Refer to Invite
  - Others Report to your exercise location at 1130 Virtually or at VERC (Day 1)
- Review all exercise materials prior to Conduct including initial conditions and shift transition information
- The VERC doors and gates will be placed in “Exception Mode” for the exercise. Corporate Security will be on site.

# Questions?