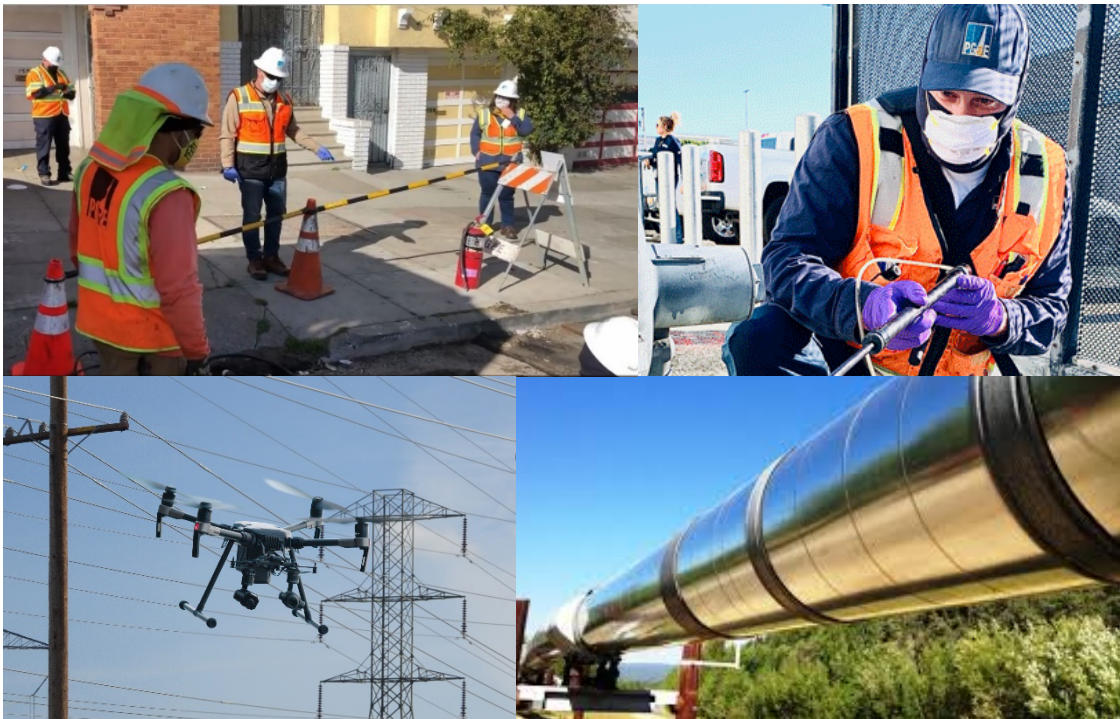




*Pacific Gas and
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Company Emergency Response Plan (CERP)



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EMER-3001M
November 5, 2020

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Editor's Notes:

New information is denoted by the symbol: ▲

All links have been verified as of June 25, 2020

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Letter from the Director



November 4, 2020

Team:

I am pleased to provide you with the latest update to the Company Emergency Response Plan (CERP), version 6.0, reflecting the continuing evolution of PG&E's emergency capability as a robust, flexible organization adept at situational awareness, incident response and stabilization, recovery, mitigation and prevention.

I want to express my sincere appreciation to all subject matter experts who contributed time and energy to review and improve the CERP. Your engagement was essential to keeping our emergency plan relevant to PG&E's delivery of safe and reliable gas and electricity. From the recent Public Safety Power Shutoffs, active wildfires and the ongoing COVID-19 pandemic, your attentiveness to the needs of our customers through a period of challenge and change is reflected in the pages that follow.

Consistent with the Company's commitment to safety and accountability, you will note within the document the further alignment of emergency response protocols with the National Incident Management System (NIMS), California Standardized Emergency Systems (SEMS), and the Incident Command System (ICS). Other updates to this year's plan include:

- Compliance with North American Electric Reliability Corporation (NERC) Critical Infrastructure Protection (CIP) 008 requirement in Section 1.6
- NIMS/SEMS training requirements in Section 3.5.1
- Addition of Access and Functional Needs Technical Specialist in Section 5.4.4.1
- Revision of Section 5 Emergency Operation Center (EOC) organizational structure to more closely align with ICS guidance in Appendix C

The safety of our customers and team members is our highest priority. In addition to formal NIMS/SEMS courses, I encourage you to take action to increase your personal readiness. It is never too late to update your emergency plan, refresh your go-kit, and prepare to listen for instructions from local authorities. If you have any questions, comments or recommendations for the next version of the CERP, please email us at EPRCERP@pge.com. Your insight and experience are critical to our success.

Sincerely,

A handwritten signature in black ink that reads "Angie Gibson".

Angie Gibson
Director, EP&R Strategy & Execution

Document Control

This section contains Pacific Gas and Electric (PG&E) Company information related to the ownership and maintenance of this document. This document undergoes annual review and update as needed and in compliance with [EMER-2001S, Company Emergency Operations Plans Standard](#). The Standard is located on the Guidance Document Library: <http://pgeweb.utility.pge.com/guidance/pages/EmergencyResponse.aspx>.

Emergency Preparedness and Response (EP&R) maintains this Company Emergency Response Plan (CERP). This section, and more specifically the Change Record, shows the updates made to the plan and approval of the plan by the persons responsible for its preparation and maintenance.

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The following PG&E staff provided input to and review of the 2020 CERP:

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CERP Change Request Form

To request changes, corrections or additions to the Company Emergency Response Plan (CERP) or associated annexes, submit a completed copy of EMER-2001S-F01, Change Request Form, to EPRCERP@pge.com.

EMER-2001S-F01 is located on the Guidance Document Library:

<http://pgeweb.utility.pge.com/guidance/pages/EmergencyResponse.aspx>

Change Record

Changes made to the 2020 plan from the 2019 revision are noted in the table below.

Topic	2019	2020	Type	Change Detail	SME
Remove Rev symbol	Throughout	Throughout	Removed	NA	Dedrick Howard, EP&R
Insert Rev Symbol	Throughout	Throughout	Added	NA	Dedrick Howard, EP&R
Formatting	Throughout	Throughout	Formatting	NA	Beth Prince, EP&R
Preparers and Approvers	Document Preparer	Document Preparer	Updated	Dedrick Howard, Technical Writer Julei Kim, Emergency Management Specialist Andrew Petrow, Technical Writer Angie Gibson, Director, Strategy and Execution Beth Prince, Technical Writer Mark Quinlan, Sr. Director, EP&R	Julei Kim, EP&R
Base Plan	1, 1.4	1, 1.4	Removed	Removed the words "base plan".	Andy Petrow, EP&R
Emergency Management Plans	1, 1.5	1, 1.5	Revised	For bullet 1, removed "Emergency management plans" with "The CERP"; added an "s" after flow. For bullet 2, replaced the Company Emergency Response Plan with CERP; added some caps. For bullet 3, added "there are two (2) kinds of Annexes: Functional Annexes and Hazard Annexes; remove "and are generally referred to as the ____Annex. Functional annexes are updated by the function or LOB; hazard-specific annexes are updated by Emergency Preparedness and Response (EP&R). For bullet 4, removed "base plan and annexes; added caps. Figure 1- remove "and supporting Documents in title; remove is general referred to as "the CERP"	Andy Petrow, EP&R
Annexes	1, 1.5, 1.5.1	1, 1.5, 1.5.1	Updated	Added annex after gas. Added Canal Entry Emergency Response Plan, Disaster Rebuild Annex, Public Safety Power Shutoff Annex and Fire Prevention Plan. Changed the footnote to 2020 and add to Nuclear, PSPS, and Wildfire.	Andy Petrow, EP&R

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Topic	2019	2020	Type	Change Detail	SME
Plan Maintenance	1.6	1.6	Added	Cybersecurity will notify EP&R within 30 days of any changes to the NERC CIP 08 requirement. EP&R will notify individuals with an emergency role within 60 days of a plan changes (roles and responsibilities, response groups, or technologies). Cybersecurity will assist EP&R to update the emergency plan within 90 days of an emergency incident or exercise.	Julei Kim, EP&R
Governance and Authorities	1.7	1.7	Added	State that PG&E will comply with NERC CIP 008 requirements. Refer to Section 1.6 as to how we will comply.	Julei Kim, EP&R
Organizational Structure	Table 2.1	Table 2.1	Updated	Needs to be updated. Supply Chain not under Human Resources.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Fire Potential Index	2.1.1	2.1.1	Removed	Recommended removal of section as it is covered in section 8.11.3.	Scott Strenfel, Meteorology and Fire Science
Revision	2.3.1	2.3.1	Revised	Rem	Sabrina Bruno, ET
Elec Transmission and Distribution Assets	2.3.1	2.3.1	Removed	Removed reference to district and divisions and separated electric distribution from transmission.	Sabrina Bruno, ET
Transmission Circuit Miles and Substations	2.3.1	2.3.1	Updated	Added: information was validated by Transmission Asset Strategy and ET-GIS on 1/21/20. Deleted "Interconnected with electric power systems throughout 14 US states, 2 Canadian provinces, and parts of Mexico. Deleted "Source: LBGIS ElecMCDistricts. Deleted footnote #8 "Transmission substation information provided by Substation Asset Management 6/28/2019. Information excludes 3rd party generation, or RAS sites. Also confirmed by SEC 10-K report (for FY ending Dec 31, 2018), page 17."	Sabrina Bruno, ET
Point of contact for CAISO	2.3.1	2.3.1	Removed	Deleted content "transmission and distribution operations with".	Sabrina Bruno, ET
Control Centers	2.3.1	2.3.1	Added	Added "transmission" to the sentence explaining connecting transmission and distribution substations to individual customers.	Sabrina Bruno, ET

Topic	2019	2020	Type	Change Detail	SME
Electric Trans Overview	2.3.1	2.3.1	Updated	Provided updated language to include in 2.3.1 and map.	Sabrina Bruno, Pamelet Mackey, Elec Transmission
Power Generation	2.3.3	2.3.3	No Change	NA	Jenn Scott, DamWatch, Judy Peck Webber, Hydro Partnerships, Ted Yura, Energy Contracts Management, Nancy Breckenridge, Short-term Contracts, Renee Fernandez-Lipp, Engineering, Alvin Toma, Hydro Operations
LiveSafe App	New	2.5.1, 8.2	Added	Provided reference to LiveSafe intranet site for employee safety.	Amy Pham, EP&R
EDO EM	2.5.2	2.5.2	Removed	Removed last sentence "EDO EM also serves as a liaison with public safety agencies during emergencies."	Jake Staggs, Tom Wright, Elec Dist
Electric Distribution Operations EM	2.5.2	2.5.2	Removed	Removed last sentence of first paragraph about serving as the liaison with public safety agencies.	Jake Staggs and Tom Wright, Elec Dist
DCPP Emergency Preparedness	2.5.4	2.5.4	Added	Updated to Senior Vice President Generation and Chief Nuclear Officer.	Tracey Vardas, DCP
Power Generation Emergency Preparedness	2.5.5	2.5.5	Updated	Added "The VP of Power Generation has overall responsibility to manage emergency preparedness at hydro, fossil fuel, and solar power generation facilities. The Director of Engineering reports to the VP. The Public Safety Specialists report to the Director.	Renee Fernandez-Lipp, Power Generation
General Planning Assumptions	3.1.1	3.1.1	Addition	Added "and SEMS" to bullet 2.	Andy Petrow, EP&R

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Topic	2019	2020	Type	Change Detail	SME
EOC Resources Process	3.1.3.1	9.1.3.1	Updated	Replace "AC" with "REC"	Chuck Williams, Vic Villar, Mark Rozario, Sourcing
Infectious Disease	3.2	3.2	Added	Added infectious disease scenario summary among others in Section3.	Mark Rea, Gas , Andrew Petrow, EP&R
SOPP Model	3.2.1	3.2.1	Updated	SOPP Model leverages over 25 years of historical data.	Scott Strenfel, Meteorology and Fire Science
Tsunami Hazard	3.2.3	3.2.2		"The best source of tsunami information is from the National Oceanic and Atmospheric Administration (NOAA) tsunami alert system. See link https://www.tsunami.gov . "	Megan Stanton, Geosciences
Cybersecurity	3.2.3	3.2.4	Removed	Remove 2018 date and "training" language in sentence after chevron graphic.	David Hayr, Cybersecurity
Annual Training	3.2.3	3.2.3	Revised	PG&E updates the Cybersecurity Annex to the Company Emergency Response Plan (CERP) and conducts exercises to the test the plan.	David Hayr, Cybersecurity
Threat Landscape	3.3	3.3	Added	Added "in real-time" and the EORM Program includes a horizon-scanning process which monitors threats over a longer time horizon and modified the Corporate Risk Register and cross-cutting factors as needed.	Kathi Berman, Enterprise Risk
Annex Development	3.4	3.4	Updated	Removed "including cybersecurity attack and earthquake". Added the GDL. Removed lines of business with LOB; change Coop with ConOps	Andy Petrow, EP&R
Finance	4.7	4.7	Updated	Included "and other applicable filings", "cost estimate", internal accounting and "forecast". Removed "debt rating agencies" from the section.	Jack Liu, Business Finance
Training Requirement	3.5.1	3.5.1	Added	Added new content about new training requirements in force.	Chris Snyder, EP&R
Exercises	3.5.2	3.5.2	Added	Listed the core capabilities.	Chris Snyder, EP&R
PSPS Roles	5	5	Moved	Refer to the PSPS Annex for further information about PSPS-specific roles.	Angie Gibson, EP&R
Public Information Officer	5.1.6	5.1.5	Updated	Edited the 3rd bullet by replacing the "classified as public" to "related to the event".	Denny Boyles, Marketing and Communications
Law Officer	5.1.8	5.1.8	Updated	Law does not develop the document retention plan. Replaced the word "develops" with the word "reviews".	Grant Guerra, Law

Topic	2019	2020	Type	Change Detail	SME
Law Officer	5.1.8	5.1.8	Updated	Changed to "Legal Officer"	Dedrick Howard
Aviation Operations Branch	5.2.1	5.2.1	Updated	Make sure Aviation removes reference to Logistics and reference to the Logistics Resource Guide	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Power Generation Branch	5.2.6.	5.2.6	Updated	Added "PG Operations Team, Energy Supply Group Supervisor, Nuclear Technical Specialist, Power Gen Recovery Team".	Renee Fernandez-Lipp, Engineering
Power Generation Recovery Team	5.2.6	5.2.6	Updated	Added in the event of a generation emergency, the Power Generation Recovery Team maintains and documents "...for non-nuclear generation activities".	Renee Fernandez-Lipp, Engineering
Power Generation Operations Team	5.2.6.1	5.2.6.1	Added	Added who will serve on this team and general responsibilities of this team.	Renee Fernandez-Lipp, Engineering
Energy Supply Supervisor	5.2.6.2	5.2.6.2	Added	Added responsibilities to Energy Supply Supervisor	Renee Fernandez-Lipp, Engineering
IT Branch	5.2.8	5.2.8	Added	Added "EOC" to Section Chief and IT Branch.	Stephen Stoup, Michael Doperto, IT
Intelligence & Investigation	5.3	5.3.1	Added	Need to show the different personnel composition of the Intelligence and Investigations Section for a cybersecurity incident vs for a PSPS Event. Remedy is to show the 2 different personnel composition for I&I Section.	Amanda Maino, Incident Investigations
Planning Section	5.4	5.4	Updated	To better reflect the actual reporting, removed the Gas Resource Management box in the org structure.	Joscelyn Wong, CWSP and Asset
Access and Functional Needs	5.4.4.1	5.4.4.1	Added	Added description of the position which includes advising the EOC Commander, Customer Strategy Officer, Planning Section Chief, and others.	Andy Petrow, EP&R
Logistics Section	5.5	5.5	Updated	Updated Logistics organization chart.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Logistics Reporting Lead	5.5.1	5.5.1	Updated	Minor update to ninth & tenth bullet	Chuck Williams, Mark Rozario, Vic Villar, Sourcing

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Topic	2019	2020	Type	Change Detail	SME
Logistics Reporting	5.5.1	5.5.1	Updated	Logistics Reporting Lead" changed "points" to "lessons learned" in "Records..." Bullet. Added "as requested" at end of "Reports..." bullet.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Service/Support Branch	5.5.2	5.5.2	Reviewed	No edits required.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Physical Security	5.5.2		Updated	Added to "5.5.2.1 Physical Security Unit" this bullet:	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Physical Security Unit	5.5.2.1	5.5.2.1	Updated	Added third bullet regarding them providing security at temporary emergency sites.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Food/Admin Support	5.5.2.2	5.5.2.2	Updated	Minor update to fourth bullet.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Admin Support /Food	5.5.2.2	5.5.2.2	Updated	In "5.5.2.2 Admin Support/Food Unit" appended "for meal counts" to "Partners..." bullet	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Environmental Response Unit	5.5.2.3	5.5.2.3	Reviewed	No change.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Facilities Unit	5.5.2.4	5.5.2.4	Updated	In "5.5.2.4 Facilities Unit" appended "when activated" to "Sets up..." bullet.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Facilities Unit	5.5.2.4	5.5.2.4	Updated	Delete reference to Alternate Company Headquarters.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Base Camp /Staging Area Support	5.5.2.5	5.5.2.5	Updated	Minor update to fifth bullet.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Hotel/Berthing Unit	5.5.2.6	5.5.2.6	Removed	In "5.5.2.6 Hotels/Berthing Unit" removed "affected personnel" from "Arranges..." (first) bullet.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing

Topic	2019	2020	Type	Change Detail	SME
Hotel/Berthing Unit	5.5.2.6	5.5.2.6	Updated	Minor update to first bullet.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Air Operations	5.5.2.7	5.5.2.7	Removed	In "5.5.2.7 Ground Support Unit" removed two bullets "Coordinates aircraft needs..." and "Coordinates air charter services..."	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Ground Support Unit	5.5.2.7	5.5.2.7	Updated	Removed references to Aviation.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Supply Unit	5.5.2.8	5.5.2.8	No Change	No edits required.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Materials Buyers and Service Buyers	5.5.2.9	5.5.2.9	No Change	No edits required.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Emergency Facilities	6	6	Updated	Updated content to be more specific about what our emergency facilities are.	Andy Petrow, EP&R
Operations Emergency Centers	6.1.4	6.1.4	Updated	Updated the language for Gas OECs described.	Andy Petrow, EP&R
Operations Emergency Center	6.1.4	6.1.4	Updated	Updated the language to remove the pre-set Gas OECs (18). Gas does not maintain 18 Gas OECs.	Mark Rea, Gas Emergency Prep
Primary and Secondary EOCs	6.1.7	6.1.7	Added	Updated section to include VERC as one of two primary EOC sites and SRVCC as the secondary site.	James Neathery, EP&R
SIOC Operations	6.2.6	6.2.6	Added	Added "The SIOC provides security monitoring 24x7x365."	David Hayr, Cybersecurity
Security Intelligence Operations Center	6.2.6	6.2.6	Updated	Updated the description of the SIOC.	David Hayr, Cybersecurity
Wildfire Safety Operations	6.2.7	6.2.7	Updated	Added details about the center and Wildfire Safety and Infrastructure Team.	Ashley Robertson, WSOC

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Topic	2019	2020	Type	Change Detail	SME
Wildfire Safety and Infrastructure Team	6.2.7.1	Removed	Removed	Removed 6.2.7.1 from the CERP and provided to PSPS Team for inclusion in PSPS Annex. Consolidated the description into detail under WSOC section. WSIPT information was provided to PSPS to ensure that it is fully presented in the PSPS Annex. SME provided updated description of the team.	Julei Kim, EP&R, Ashley Robertson, WSOC
Support and Coordination Centers	6.3	6.3	Updated	Updated Mgr. title from Mgr. to Sr. Mgr.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
MTCC	6.3	6.3	Updated	In "6.3 Support and Coordination Centers" table 6.1, MTCC row, Activate and Command Authority column, changed "Manager of Warehouse Distribution" to "Sr. Manager, Materials Distribution Operations"	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Base Camps	6.4	6.4	Updated	In "6.4.1 Base Camps" added bullet "Have PG&E Safety Specialist on site to oversee all safety related issues"	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Emergency Field Facilities	6.4	6.4	Updated	Minor wording update.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Base Camps	6.4.1	6.4.1	Replaced	Replaced base camp picture with more current base camp picture.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Staging Sites	6.4.2	6.4.2	Updated	Minor wording edit including updating demobilization section.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Micro-Sites	6.4.3	6.4.3	Updated	Added language about the use of micro sites in support of PSPS events.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Materials Laydown Area	6.4.4	6.4.4	No Change	No edits required.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Community Resource Centers	6.4.5	6.4.5	Updated	Updated items provided to customers.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Community Resource Center	6.4.5	6.4.5	Updated	Updated language about the CRCs.	Christopher Bober, CAP Specialist Group

Topic	2019	2020	Type	Change Detail	SME
California State Government	7.4	7.4	Moved text Addition	Moved, added, and removed information to overview to help clarify. Mention the CA Services Act in the overview.	Andy Petrow, EP&R
United State Federal Government	7.5 United State Federal Government	7.5 United State Federal Government	Moved text Addition	Moved, added, and removed information to overview to help clarify	Andy Petrow, EP&R
Emergency Plan Activation	8.1 Emergency Plan Activation	8.1 Emergency Plan Activation	Moved text Removed text Addition	Moved, added, and removed information to overview to help clarify. Removed Centers on table. Too many variables and centers info down below	Andy Petrow, EP&R
Emergency Incidents Levels and Activation Criteria	8.1, B	8.1, B	Added	Removed "Information Technology PG&E Incident Levels" and replaced it with "Levels of Emergency and Activation Criteria chart".	Julei Kim, EP&R
Emergency Center Activation during Terrorist Activity	8.2	8.2	No change	Activation criteria based on terrorist scenario is reviewed by Corporate Security.	Joel Moss, Corporate Security
Emergency Centers Activations	8.2	8.2	Removed	Changed title and added and removed information to help clarify.	Andy Petrow, EP&R
EOC On-call Staff	8.3.1.2	8.3.1.2	Added	'Added full list of on-call team members who are sent weekly reminders of their on-call status. Added new language about on-call and on-deck teams and changes to the EOC On-call Teams program.	Chris Snyder, Julei Kim, Andrew Petrow, EP&R
Establish Command	8.3.3	8.3.3	Removed	Added and removed information to help clarify.	Andy Petrow, EP&R
SOPP	8.11.2	8.11.2	Updated	Recommended to get update from WMP. Tech writer drafted section.	Scott Strenfel, Meteorology and Fire Science
FPI	8.11.3	8.11.3	Updated	Recommended to get update from WMP. Tech writer drafted section.	Scott Strenfel, Meteorology and Fire Science
OPW	8.11.4	8.11.4	Updated	Recommended to get update from WMP. Tech writer drafted section.	Scott Strenfel, Meteorology and Fire Science

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Topic	2019	2020	Type	Change Detail	SME
DASH Reports	8.12.1	8.3.1.3.1	Updated	Requested to change DASH paragraph to "The Dynamic Automated Seismic Hazard (DASH) reports provide information necessary to prioritize inspections following an earthquake. Post-earthquake DASH reports are currently produced for gas, electric, generation and corporate real estate facilities."	Megan Stanton, Geosciences
Debris Flow	8.12.1.5	8.3.1.3.5	Updated	Strike out pilot tested and rain tested information.	Megan Stanton, Geosciences
Check-in Check-out Process	9.1.1	9.1.1 Resource Check-in Check-out Process	Added	Add new content include the range of where this is implemented and what is primarily being tracked.	Mike Levasseur, EP&R
Roles and Responsibilities	9.1.1.1	9.1.1.1	Removed	Changed title. Added, moved, and removed information to help clarify.	Andy Petrow, EP&R
Resource Management Unit	9.1.1.2, 9.1.1.5	9.1.1.2, 9.1.1.5	Updated	Removed "demobilization unit". Added based on the size of the incident, assessed resource availability. Also updated Table 9-2 Resource Management re activation of the Resource Management Unit during OEC, REC, GEC, ETEC, or STOEC.	Kurt Linford, SP&D Construction and Inspection
Vehicle and Equipment Rentals	9.1.5	9.1.5	Updated	Added reference to REC's and updated contact information box	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Materials	9.1.6	9.1.6	Updated	Minor re-wording and removal of reference to OEC and GEC	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Logistics Section Chief	9.3.1.7	9.3.1.7	No change	No edits required.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Demobilization Order	9.3.3	9.3.3	Added	Added "GERP" as well as the Electric Annex referenced in this subsection.	Julei Kim, EP&R
Demobilization of Base Camps	9.3.4	9.3.4	No Change	No edits required.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Demobilization of Materials	9.3.5	9.3.5	Replaced	Minor update. Replaced storm with event.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing

Topic	2019	2020	Type	Change Detail	SME
Demobilization of Equipment, Vehicles and Rentals	9.3.5.1	9.3.5.1	Updated	Minor update. Added additional equipment examples and reworded section.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
DCPP Emergency Plan	10.3.3	10.3.3	Added	Added the correct reference to the DCPP emergency plan.	Tracey Vardas, DCPP
Coordination at the Local Level	10.3.3	10.3.3	Removed	removed DCPP material. Did not seem different that everyone's process	Andy Petrow, EP&R
Contact Centers	NA	10.4.3	Added	Create a section for this information	Andy Petrow, EP&R
Communicating with the Media	10.4.4	10.4.4	Updated	Replaced Marketing and Communications.	Denny Boyles, Marketing and Communications
Command Call Agenda	E.2.4 #10	E.2.4 #10	Updated	Updated reference to Marketing and Communications (from Corporate Relations) with materials laydown area and CRCs. Also, updated Supply Chain to Supply Chain/Materials	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Command Call Agenda	E.2.4	E. 2.4	Updated	Replace Earthquake Impact with Geohazard Impact. Remove the earthquake items listed and change to "Incident Specific Command Call topics are listed in the Technical Specialists Geosciences Document."	Megan Stanton, Geosciences
Agenda	E.2.7.3	E.2.7.3	Removed	Fueling and equipment listed twice. Corrected.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Media Briefing	E.3.3	E.3.3	Updated	Updated the information and mentioned media briefing that could take place at the primary EOC--VERC.	Denny Boyles, Marketing and Communications
Operational Period 1	F.2.1	F.2.1	Updated	Clock time 1630 added reference to materials laydown area and community resource center	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
Operational Period 2 and later	F.2.2	F.2.2	Updated	Removed reference to Supply Chain. Clock times 1100 and 1600. Note reference is appropriate in the initial call where the VP of Supply Chain/Materials is reporting out. When Logs. Chief is reporting out section is Logistics.	Chuck Williams, Mark Rozario, Vic Villar, Sourcing
LOB On-call Teams	J	J	Added	Added new on-call guidance to the appendix.	Eric Boettcher, Human Resources

Topic	2019	2020	Type	Change Detail	SME
Glossary	J.2	J.2	Revised	Changed Material Laydown Area to Materials Laydown Area	Chuck Williams, Mark Rozario, Vic Villar, Sourcing

1 Introduction

1.1 Purpose

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

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

- Provides a broad outline of PG&E's organizational structure
- Describes actions undertaken in response to emergency situations
- Presents a response structure that:
 - Has clearly defined roles and responsibilities
 - References an organized emergency team or team members
 - Describes emergency call out procedures
 - Details plan maintenance
 - Defines how PG&E exercises or tests plans and procedures
 - Identifies coordination efforts with outside organizations, e.g., government, media, other gas and electric utilities, essential community services, vendors, public agencies, first responders and contractors

1.2 Scope

PG&E utilizes common emergency response protocols and follows a recognized incident command system. For purposes of the CERP, this all-hazards approach applies to any natural disaster or human-caused situation (e.g., fires, floods, storms, earthquakes, terrorist- or cyber- attack) that threatens life and property or requires immediate action to protect or restore service or critical business functions to the public. Actions described in the CERP apply to incidents that:

- Affect or threaten service in a significant part of the company's service area
- Affect or threaten service to a significant percentage of PG&E's customers
- Require system-wide coordination, including significant involvement by various lines of business (LOBs) and/or other support departments

1.3 PG&E's Vision and Guiding Principles

PG&E is committed to safely and reliably delivering affordable and clean energy to our customers and communities every single day, while building the energy network of tomorrow. With a sustainable energy future as our North Star, we will meet the challenge of climate change while providing affordable energy for all customers.

The safety of our customers, employees, contractors and the communities we serve is PG&E's top priority. We constantly work to safeguard our gas and electric systems to minimize the risk of service interruptions. When conditions permit, crews work safely and as quickly as possible to restore service to our customers. Figure 1-1 identifies PG&E's Mission, Vision, and Culture statements.



Figure 1-1 PG&E's Mission, Vision and Culture Statements¹

1.4 PG&E's Emergency Response Priorities

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

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

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

- Consistent incident management, planning and response concepts, processes and procedures
- Scalable staffing model to provide emergency support as needed across the enterprise
- Respond to all emergency incidents safely, transparently and with a strong sense of urgency
- Align PG&E's planning and response efforts with the needs of the communities it serves

¹ Image on 06/21/19 from: <http://pgeweb.utility.pge.com/topics/mvc>

- Establish close working relationships with external emergency public entities consistent with the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS) and Incident Command System (ICS) principles

1.5 Document Organization

The CERP flows from general emergency response concepts and guidelines to specific emergency management organizational structures, roles, responsibilities and processes, much of which is found in the appendices and annexes.

The CERP consists of a Base Plan, Annexes and Appendices (see Figure 1-2). The Base Plan is applicable company-wide and is generally referred to as “the CERP.”

Technically, Annexes are Appendices to the Base Plan. However, they are packaged separately for ease of reference. There are two (2) kinds of Annexes: Functional Annexes and Hazard Annexes.

The information below further describes the CERP.

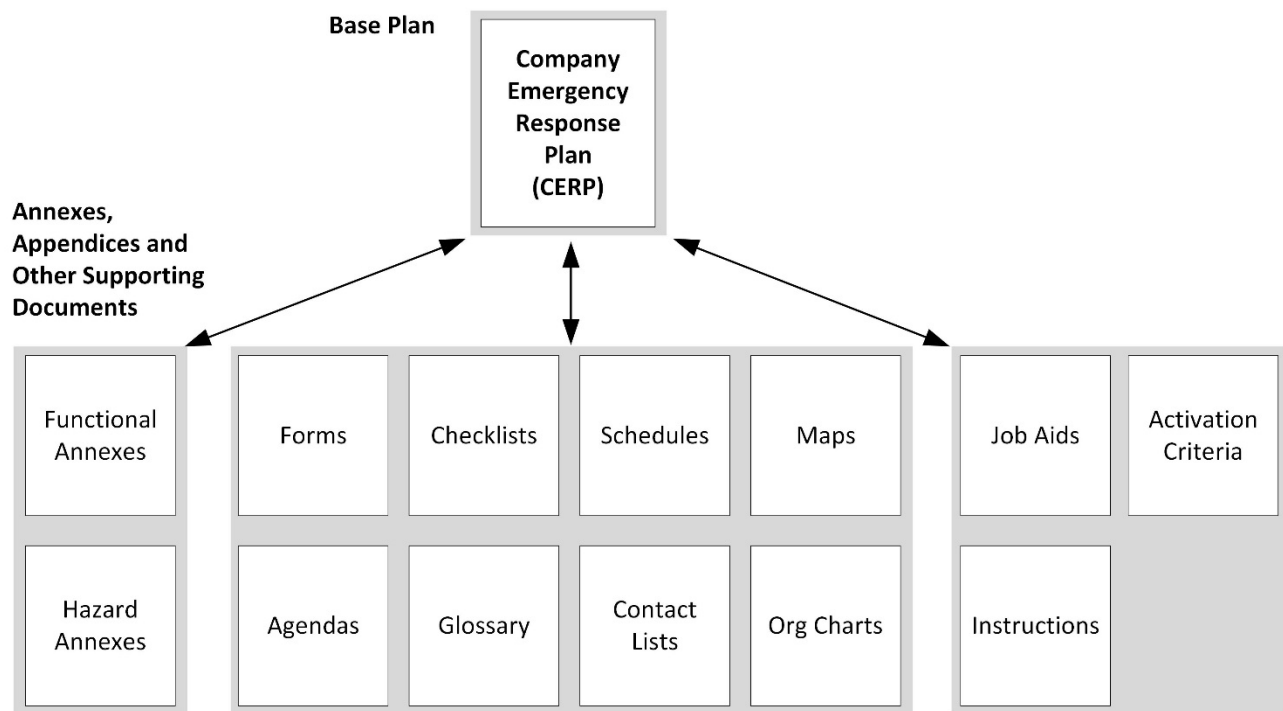


Figure 1-2 CERP Base Plan

The CERP Base Plan is organized as listed in Table 1-1:

Table 1-1 CERP Base Plan Organization

CERP Section	Topic Content
Document Organization	Table of Contents; Lists of Tables and Figures
Preface	Document approvals, controls, and change record
1 Introduction	The Plan's purpose, scope, guiding principles, emergency planning and response priorities, plan maintenance, and regulatory authorities

CERP Section	Topic Content
2 Company Overview	PG&E's organizational and operational structure and customers
3 Risk/Hazard Overview and Emergency Planning Assumptions	How PG&E applies risk management to emergency response, planning assumptions, scenarios and planning, and conducting and evaluating emergency training
4 Incident Management Concepts and Guidelines	PG&E's emergency management concepts and guidelines, including dual commodity response, unified command, emergency financial management and cost recovery
5 EOC Staffing	PG&E's emergency teams, the company leadership, EOC organization and position descriptions
6 Emergency Facilities	Emergency centers, control rooms, support and coordination centers, and emergency field facilities, including mobile command vehicles (MCVs)
7 External Relationships	PG&E's relationships with and responsibilities to industry organizations and local, state and federal agencies
8 Concept of Operations	PG&E's emergency plan activation, levels of emergencies, triggers and authorities to activate emergency centers, response sequence, and damage modeling
9 Resource Management, Mutual Assistance and Demobilization	Planning, tracking and management crew and material resources in relationship to emergency preparedness and response; mutual assistance agreements, strategy, process and documentation as well as Edison Electric Institute (EEI) Resource Allocation Management Program and National Response Events; demobilization roles, responsibilities and process
10 Coordination and Communication	How PG&E disseminates emergency response information internally, to executives, to external stakeholders, and to the public
Appendices	Supplemental materials, including annexes, to define or provide additional detail on acronyms and terms, the Incident Command System (ICS), meetings, agendas, schedules, MCVs, etc.

1.5.1 CERP Annexes

Annexes are detailed emergency response plans for specific operations, functions, or hazards. They refer back to the CERP and other annexes, or specific procedures. Annexes are reviewed annually and are structured similarly to the CERP. Access a complete copy of any annex in the [Guidance Document Library \(PG&E@Work > Guidance Document Library > Emergency Response \(EMER\)\)](#). Annexes are identified by name and number in Table 1-2.

Table 1-2 CERP Annexes

Type of Annex	Title
Functional	<ul style="list-style-type: none"> • Aviation Services Annex (EMER-3010M) • Canal Entry Emergency Response Plan Annex (EMER-3011M) • Disaster Rebuild Annex (EMER-3012M) • Electric Annex (EMER-3002M) • Emergency Communication Annex (EMER-3008M) • Gas Emergency Response Plan (GERP) Annex (EMER-3003M) • Human Resources (HR) Annex (EMER-3006M) • Information Technology (IT) Annex (EMER-3007M) • Logistics Annex (EMER-3005M) • Nuclear Annex² • Power Generation Annex (EMER-3004M) • Workforce Management/Contact Center Operations Annex (EMER-3002M)
Hazard	<ul style="list-style-type: none"> • Cybersecurity Annex (EMER-3102M) • Earthquake Annex (EMER-3101M) • Fire Prevention Plan Annex (EMER-3105M-001) • Infectious Disease/Pandemic Annex³ • Public Safety Power Shutoff Annex³ (EMER-3106M) • Wildfire Annex³ (EMER-3105M)

1.6 ▲ Plan Maintenance

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

The CERP and functional and hazard-specific annexes are annually reviewed and approved in compliance with PG&E's emergency planning standard EMER-2001S⁴. The CERP is published on the Guidance Document Library (GDL)⁵. EP&R provides guidance to the LOBs to ensure that the annexes are consistent and align with concepts and activities in the CERP and that they reflect the company's current emergency processes and improved protocols.

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

² Under development with publication expected in 2021.

³ Under development with publication expected in 2021.

⁴ EMER-2001S is available on the Guidance Document Library at:

<http://pgweb.utility.pge.com/guidance/pages/EmergencyResponse.aspx>

⁵ The Guidance Document Library is at: <http://pgweb.utility.pge.com/guidance/pages/EmergencyResponse.aspx>

- Significant changes to roles and responsibilities, emergency organization, personnel call-out procedure, regulatory requirement changes, or other major area of the plan will be address within **60 days** of receipt of the request.
- Minor changes to the plan which include word changes, image updates, and formatting will be held until the next formal plan update. These changes will be addressed during the annual plan update process, which takes place within the **second quarter (Q2) of the calendar year**.

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

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

As part of the annual review process, EP&R revises the CERP training curricula for internal responders to the Emergency Operations Center (EOC). Additional training is implemented through specialized classes, the company-wide exercise, and practical exercises. PG&E's internal training and exercise program is a multi-year program that aims to socialize aspects of the CERP and focuses on procedures and specific hazards. For more information about PG&E's training and exercises, see [Section 3](#).

1.7 Regulations and Authorities

The CERP, including the Base Plan and its Annexes, is reviewed and updated annually in accordance with PG&E's [Company Emergency Operations Plans Standard](#) and the California Public Utilities Commission (CPUC):

- [General Order 166, "Standards for Operation, Reliability and Safety During Emergencies and Disasters"](#)^{3F}
- [General Order 112-F, "State of California Rules Governing Design, Construction, Testing, Operation, and Maintenance of Gas Gathering, Transmission, and Distribution Piping Systems,"](#) Subpart C, 143.6, "Compatible Emergency Response Standard,"^{4F6} which cites federal regulation [49 CFR § 192.615](#), "Transportation of Natural and Other Gas by Pipeline: Minimum Federal Safety Standards: Operations - Emergency Plans"^{5F7}

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

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

⁶ GO112-F states that "All Gas utilities shall use, at a minimum, the Incident Command System (ICS) as a framework for responding to and managing emergencies and disasters involving multiple jurisdictions or multiple agency responses. The ICS used by utilities must be compatible with the ICS used by the first responder community within the State of California and as detailed in California Government Code Section 8607(a)." To access GO112-F see link above or

<http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M163/K327/163327660.PDF>. Link validated 06/11/2020.

⁷ For the text of 49 CFR § 192.615, see https://www.ecfr.gov/cgi-bin/text-idx?node=se49.3.192_1615. Link validated 06/11/2020.

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2 Company Overview

2.1 Service Area

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

Area

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

Assets

- Employees, Non-employees workers, and Contractors⁸: 35,903
- Circuit miles of electric distribution lines: 106,681
- Circuit miles of electric transmission lines: 18,466⁹
- Miles of gas distribution pipelines: 42,141
- Miles of gas transmission pipelines: 6,438
- Powerhouses in hydroelectric system: 67
- Reservoirs in hydroelectric system: 120

Customers¹⁰

- ~5.4M electric customers (accounts)
- ~4.5M natural gas customers (accounts)

2.2 PG&E Organizational Structure

The PG&E Corporation continues to plan and incorporate new organizational leadership, increasing efficiencies in staffing, and increasing strategic management. The major work streams are spread across the PG&E Utility and the Office of the President and CEO¹¹ listed in Table 2-1.

⁸ Employee and non-employee information from the GN 801 Employee and Non-Employee Report as of June 4, 2020. The GN 801 report is located at <https://sps.utility.pge.com/sites/askhrreporting/GN%20801%20Report/Forms/AllItems.aspx>.

⁹ In March 2017 PG&E expanded its Geographic Information System (GIS) technology to more accurately represent PG&E's distribution system.

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

¹¹ Structure as reflected in Who's Who organizational chart, April 15, 2020.

Table 2-1 PG&E Organizational Structure

Line of Business	Responsibilities
Office of President and CEO	
Ethics and Compliance	Responsible for Enterprise Records and Information Management, and Corporate Compliance and Government Oversight
Finance and Risk	Responsible for Business and Performance Management, Treasury, Internal Audit, Tax, Investor Relations, Business Finance and Planning, and Controller
Human Resources	Responsible for HR Solutions, HR Service Delivery & Inclusion, HR Service, and PG&E Academy
Law, Strategy and Policy	Responsible for CS-Strategy Integration, Federal Affairs, Law, Strategy and Policy, Regulatory Affairs, General Counsel, Marketing and Communications, and Energy Policy and Procurement
Safety, Health, ECAP & DOT	Responsible for Safety & Health, Enterprise Corrective Action Program, Enterprise Safety Management System, Business & Performance Management, Integrated Disability Management, DOT & Regulatory Compliance, Business Operations, and Field Safety Operations
PG&E Utility	
Customer Care	Responsible for Customer Service, Customer Experience & Regulatory Strategy, Security, Business Development and Customer Engagement, Customer Operations & Enablement, Customer Care Business Operations, Residential Services & Digital Channels
Electric Operations	Responsible for Major Projects & Programs, Electric Transmission Operations. Wildlife Safety Public Engagement, Regulatory Compliance & Quality Assurance, Community Wildfire Safety Program and Asset Management, Emergency Preparedness & Response, and Electric Distribution Operations
Gas Operations	Responsible for Asset Management and System Operations, Gas T&D Operations, Lean Capability / Chief of Staff, Gas T&D Construction, Safety Quality and Contract Management, and Gas Stewardship Office
Generation	Responsible for Quality Verification, Nuclear Generation, Power Generation, and Business and Technical Services
Information Technology	Responsible for IT Office of the CIO, Data and Analytics, Products and Enterprise Platforms, Enterprise Strategy and Architecture, and Application and Infrastructure Services
Shared Services	Responsible for Land Management; Corporate Real Estate Strategy & Service (CRESS), Aviation Services, General Counsel Risk and Compliance; Environmental Management and Programs, Environmental Programs and Systems, Remediation, Environmental Remediation, and Transportation Services
Supply Chain /Materials	Responsible for Supply Chain Sourcing Operations, Contract Lifecycle Management, Supply Chain Market Intelligence and Analytics, Supply Chain Responsibility, Supplier Quality Assurance, and Materials and Distribution Operations.

2.3 PG&E Operational Structure

To help manage the large service area, PG&E established regions, divisions, areas and districts. Each level has specific duties and structure to facilitate efficient and effective communication and coordination.

2.3.1 Electric Operations

Electric Operations ensure the delivery of clean, safe, reliable and affordable energy to nearly 16 million people in California. Electric Operations is responsible for every aspect of PG&E's electric distribution and transmission operations, including planning, engineering, maintenance and construction, asset management, business planning, restoration and emergency response. To perform the broad range of initiatives and company-wide services, Electric Operations has six major organizations:

- Asset, Risk Management, and Community Wildfire Safety Program
- Emergency Preparedness and Response (EP&R)
- Electric Distribution Operations
- Electric Operations Major Projects and Programs
- Electric Transmission Operations
- Regulatory Compliance and Quality Assurance
- Wildfire Safety and Public Engagement



Figure 2-1 Electric Transmission
See Appendix A for larger map

For further information about these initiatives, refer to the [Electric Operations site](http://pgweb.utility.pge.com/electric/Pages/default.aspx). The address to Electric Operations is: <http://pgweb.utility.pge.com/electric/Pages/default.aspx>.

2.3.1.1 Electric Transmission Operations

Electric Transmission Operations ensures the safe, reliable, compliant and event-free operation of our electric transmission system across short- and long-term planning horizons. This group is primarily responsible for Grid Operations, Construction, Operations and Maintenance of our Substations and Transmission Systems assets, including large projects. Electric Transmission Operations manages PG&E's service territory from four regions—North Coast, North Valley, Central Coast, and South. Electric Transmission assets include:

- 18,337 transmission circuit miles (60kV to 500kV)¹²
- 107 Transmission substations
- 2 Transmission Control Centers¹³
 - Vacaville Grid Control Center (VGCC) – manages real-time transmission operations and is the single point of contact for the California Independent System Operator (CAISO)
 - Rocklin Grid Control Center (RGCC) – performs contingency studies, next-day analysis, handles all telecom clearances and maintains full functionality as the backup facility for the VGCC

¹² The information was validated with Transmission Asset Strategy and ET-GIS on 01/21/2020

¹³ Transmission control center information provided by Emergency Management Specialist Transmission, 6/18/2019.

- McDonald Island, Los Medanos, and Pleasant Creek

Gas Control Center

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

2.3.3 Power Generation

PG&E's Power Generation business consists of hydroelectric, fossil and solar generation.¹⁷

Hydro Generation

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



Figure 2-4 PG&E's Generation System

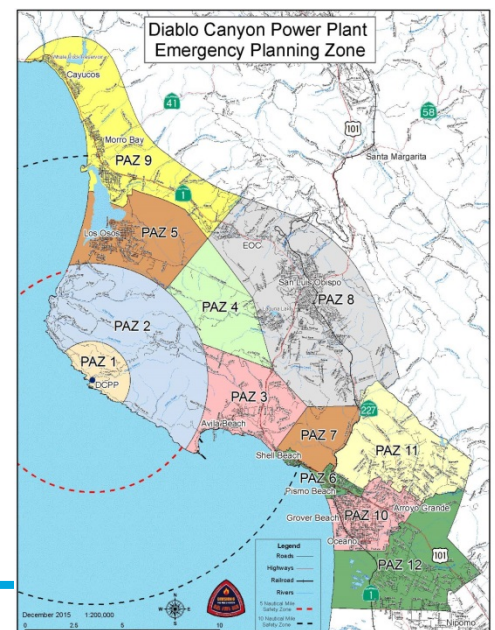
See Appendix A for larger map and details.

Fossil Generation

- ~1,400 megawatts of generation
- Gateway Generating Station
- Humboldt Bay Generating Station
- Colusa Generating Station

Solar Photovoltaic Generation

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



¹⁷ Updated by Power Generation Public Safety 07/2018.

2.3.4 Nuclear

The Diablo Canyon Power Plant (DCPP) is PG&E's nuclear facility located on approximately 1,000 acres in San Luis Obispo County. DCPP includes¹⁸:

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

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

Figure 2-4 Nuclear Generation

See Appendix A for larger map and details.

2.4 Customers

PG&E serves approximately 5.4 million electric customers and 4.5 million natural gas customers. Customers are categorized based on public safety considerations, potential impact(s) resulting from a sustained outage and CPUC requirements for service reliability.

Customer Care (<https://sps.utility.pge.com/Sites/EOCCustomerStrategy/SitePages/Home.aspx>) is responsible for emergency related customer service operations, including services provided under Customer Experience & Regulatory Strategy, Business Development and Customer Engagement, Customer Operations & Enablement, Customer Care Business Operations, and Residential Services & Digital Channels.

2.4.1 Critical Customers

Critical customers fall into three key categories:

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

Public safety impacting customers provide or support the emergency response needs within their communities.

- Immediate Emergency Response Customers (CC1) may include 911 dispatch centers, emergency operations centers, trauma centers/hospitals or police/fire stations.
- Supporting Emergency Response Customers (CC2) may include evacuation centers/shelters, kidney dialysis centers, public transportation centers, or water treatment/sewage plants.

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

- High (CC3) to Med-Low (CC4) Impact Customers are critical customers that may experience significant loss (physical damage, data, revenue, etc.) in the event they experience a sustained outage
- High (CC3) to Med-Low (CC4) Profile Customers are critical customers that may attract significant public scrutiny in the event they experience a sustained outage
- Customer examples may include 24-hour operations facilities, arenas/coliseums, food refrigeration/food processing or call centers.

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

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

2.4.2 Essential Customers

Essential customers are defined by the California Public Utilities Commission and are exempt from rotating outages when there is an insufficient supply of electricity. Depending on the status of the backup generation at the customer's facility, non-residential customers who provide certain essential public health, safety, and security services are considered essential use customers. Essential customers fall into one of more of the following categories:

- Government and other agencies providing essential fire, police, and prison services
- Government agencies important to national defense
- Hospitals and skilled nursing facilities
- Communication utilities as they relate to public health, welfare, and security, including telephone
- Water and sewage treatment facilities, when their services are required for emergency response such as firefighting

For further information about critical and essential customers, refer to the [Customer Care Emergency Response Site](#).¹⁹

2.5 PG&E Emergency Preparedness Departments

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

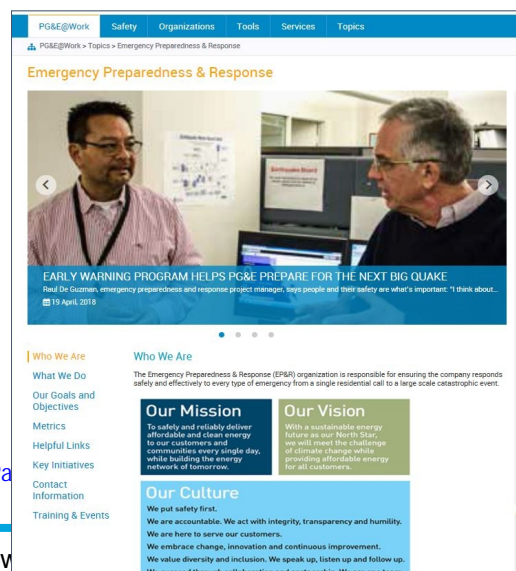
The Emergency Response Teams and certain work sites, such as the Control Centers, are PG&E departments and/or facilities whose primary function is to manage day-to-day LOB operations as well as level 1 and level 2 emergency incidents, as well as to prepare for and support PG&E's emergency response. Some teams are made of cross-functional LOB personnel.

The Incident Management Teams (IMTs), and Field Facilities are identified and ready to quickly come together when needed to respond to an incident, as described in Chapter 6.

2.5.1 ▲ Emergency Preparedness and Response (EP&R)

The EP&R department is the corporate emergency management department responsible for emergency preparedness, prevention, response, mitigation, recovery, and major corporate initiatives. EP&R's organization is concentrated in the following areas:

- Field Operations
- Meteorology and Fire Science
- Public Safety Power Shutoff Management
- Strategy and Execution



¹⁹ Complete URL: <https://sps.utility.pge.com/Sites/EOCCustomerStrategy/SitePa>

Figure 2-5 EP&R Intranet Homepage

- Wildfire Safety Operations Center

In 2020, EP&R's Strategy and Execution (S&E) was re-organized to cover the five major areas of emergency management, with emergency preparedness broken out between training and exercises..

Some of the core initiatives and projects implemented by EP&R S&E include:

- Developing corporate emergency strategy, preparedness, response and business continuity policies, standards and procedures
- Maintaining and promoting PG&E's company-wide emergency response and business continuity plans
- Supporting PG&E LOBs and cross-functional teams to develop, review and test functional and hazard-specific annexes and business continuity plans (BCPs)
- Integrating enterprise risks into the IT Disaster Recovery Plans (DRPs), emergency response and critical facility plans maintained by PG&E's Corporate Real Estate (CRESS) department
- Sponsoring internal and external emergency preparedness events, including annual company exercises and functional/hazard-specific exercises
- Maintaining the Emergency Operations Center (EOC), including displays of and access to technologies and systems used to provide situational awareness
- Developing tools, personnel and processes, and having them in place **before** a large disaster strikes
- Establishing processes that are scalable to any hazard
- Developing new technologies in the areas of damage modeling, earthquake early warning systems and identification and prioritization of natural and human-caused hazards and risks
- Partnering with Corporate Security to operate the LiveSafe application²⁰ focused on employee safety.
- Annually developing and submitting to the CPUC the GO 166 report

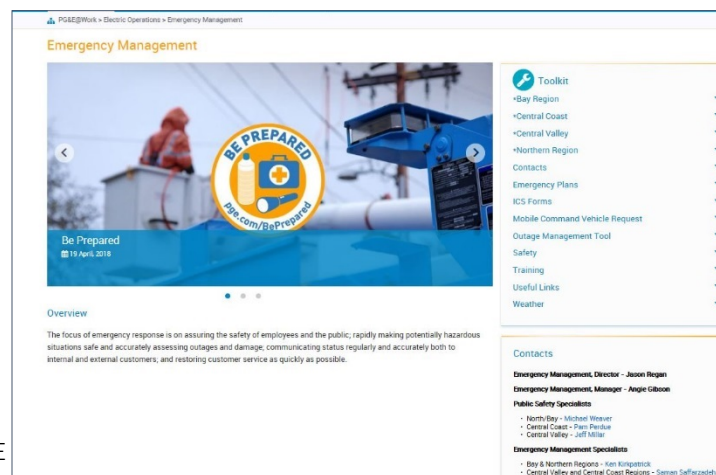
More information about EP&R is available on the [EP&R intranet site](#).²¹

2.5.2 Electric Emergency Management

The Electric Distribution Operations Emergency Management (EDO EM) team, working with other leaders across Electric Operations, develops and recommends a strategic direction for electric emergency preparedness, emergency response and public partnerships.

EDO EM responsibilities include:

- Responds to emergency centers and supports electric distribution emergency incidents
- Facilitates Electric emergency response and business continuity planning, as well as maintaining related documents, such as the



²⁰ For further information on the LiveSafe application, refer to PG&E Instructions for downloading the LiveSafe application are located:

<http://pgweb.utility.pge.com/topics/livesafe/Documents/LiveSa>

²¹ Complete URL as of 06/10/2020: <http://pgweb.utility.pge.com/topics/livesafe/Documents/LiveSa>

Figure 2-6 Electric Emergency Management Webpage

Electric Annex, Electric Emergency Plan for Capacity Emergencies and BCPs

- Conducts training and exercises to ensure the readiness of Electric Regional Emergency Center (REC) and Operations Emergency Center (OEC) personnel
- Trains and coordinates emergency activities with public safety agencies
- Conducts performance monitoring of key operations and reliability metrics

More information about EDO EM is available on the [Emergency Management](#) intranet site.²²

2.5.3 Gas Emergency Preparedness

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

GEP performs the following functions:

- Executes Gas Emergency Response Plan Training, Exercise and Evaluation, [EMER-6010S](#), responds to emergency centers and supports gas incidents, Levels 2 through 5
- Promotes incident management doctrine and principles within Gas Operations
- Develops and maintains the Gas Emergency Response Plan (GERP)
- Conducts annual emergency response plan training and exercises
- Facilitates the use of the PG&E Corrective Action Program (CAP) following gas incidents and exercises, which may include hosting one or more of the following: Hot Wash Discussions, After Action Reviews (AAR)
- Implements continuous improvement/corrective action items related to Gas Operations incident preparedness and response program (inclusively)
- Submits incident response plans annually to the California Public Utilities Commission (CPUC)
- Participates in industry benchmarking on Emergency Management solutions and best practices
- Organizes, trains, and equips Gas Emergency Center teams and facilities
- Supports overall business continuity for gas operations

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

Gas EPCs maintain 24/7/365 rotational on-call status for emergencies and respond to Gas Emergency Centers and the PG&E Emergency Operation Center upon notification of a gas incident or emergency center activation. [The Gas Emergency On-Call Hotline is \(925\) 244-4000.](#)

²² Complete URL as of 06/10/2020: <http://pgeweb/electric/emergency/Pages/default.aspx>

2.5.4 Diablo Canyon Power Plant (DCPP) Emergency Preparedness

The Senior Vice President, Generation and Chief Nuclear Officer is responsible for overall emergency preparedness at DCP. Day-to-day management is delegated to the Emergency Planning Manager whose department:

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

More information about DCP Emergency Preparedness is available on the [DCPP Emergency Planning](#) intranet site.

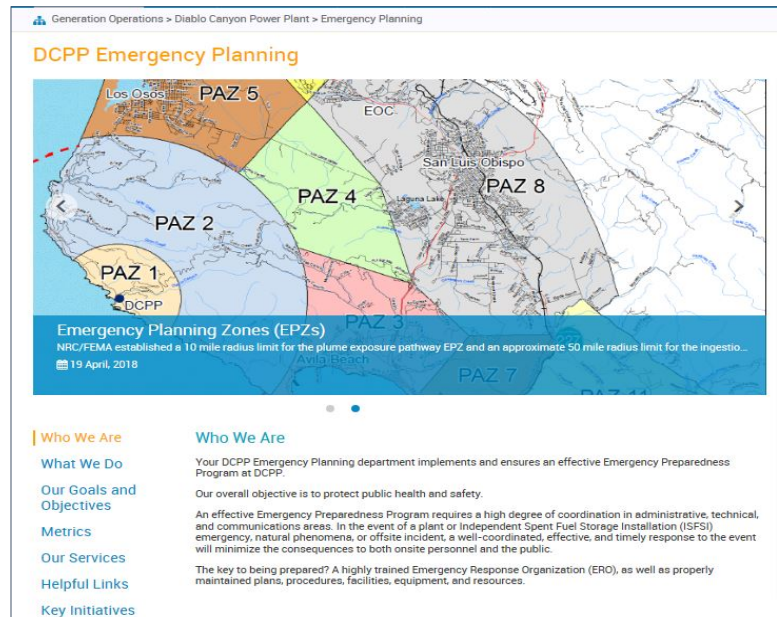


Figure 2-7 DCP Emergency Planning Webpage

2.5.5 Power Generation Emergency Preparedness

Power Generation Preparedness supports hydro, fossil, solar and fuel cell generation and reports up to the Director of Engineering and includes Public Safety and Security (Figure 2-8). The team is responsible for:

- Maintaining the Emergency Response Plans (ERP) and Emergency Action Plans (EAP)
- Conducting annual training and exercises
- Supporting Power Generation personnel during emergency incidents

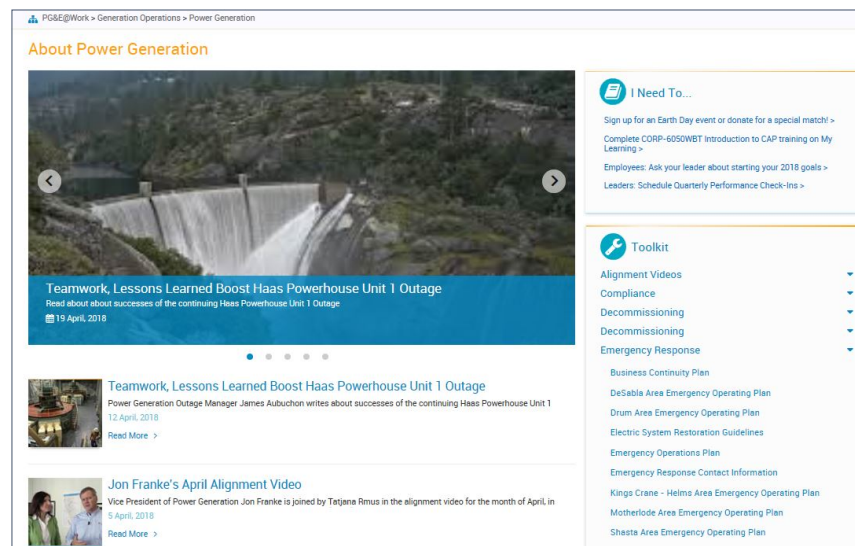


Figure 2-8 Power Generation Emergency Preparedness Webpage

2.6 PG&E Emergency Management Organization

The next two chapters describe PG&E's Company Leadership and the EOC Command and General Staff structure. The positions described below specifically refer to the Company Leadership and EOC staff positions; however, depending on the situation, other activation centers may have the same or similar staffing structure:

- The Company Leadership is chaired by the CEO of PG&E Corporation, or a President of PG&E Company designated by the CEO, and includes executives representing all areas of the company (see [Section 2.6.1](#))
- The Command Staff is led by the EOC Commander (IC) and includes the Deputy EOC Commanders and Support Staff (see [Section 5.1](#) EOC Command Staff). In the EOC, the IC is called the EOC Commander
- The General Staff consists of the five sections: Operations, Intelligence & Investigation, Planning & Intelligence, Logistics, and Finance & Administrative

Officers and Section Chiefs have additional direct reports; each office and section is described in detail further in this chapter. In the EOC, sections are distinguished by the color of the vest worn while on duty.

2.6.1 Incident Management Teams (IMT) and Incident Support Teams (IST)

An incident management team is comprised of an Emergency Center Commander (IC or EOC Commander) and the Command and General Staff personnel assigned to an incident. Incident teams, when assembled, have direct authority to plan and execute the response. An incident team at the EOC, field and local levels is called an Incident Management Team (IMT); an incident team at the GEC is called an Incident Support Team (IST).

Incident teams are trained to work at a variety of locations, including the EOC or a PG&E Incident Command Post (ICP). Incident teams may contain only overhead staff (officers, chiefs and commanders) or up to a full complement of support staff for all ICS positions. Incident Teams may consist of on-call staff or other employees called in to respond to an incident.

Some incident teams are on-call according to a scheduled rotation calendar posted at the beginning of the year. DCCP, Gas, Government Relations, IT and many of the coordination centers use this model. However, teams also may be made up of any combination of first responders, SMEs and other employees throughout the enterprise.

3 Emergency Management

PG&E considers two (2) types of risk: corporate operational and event-based. Enterprise and Operational Risk Management (EORM) has various tools and a procedure²³ for managing corporate operational risk. In the event-based risk framework, Emergency Preparedness and Response (EP&R) is a key control to mitigate the consequences of many risk events. Conducting evaluations and after-action reviews of EP&R and other LOB practices and procedures — during and following company exercises — is a standard step in contributing toward our operational management of risk. Lessons learned from and best practices identified during these activities inform improvements to EP&R and other participating LOB practices. Corporate risk owners and managers incorporate the results of these improvements in their periodic risk assessments.

3.1 ▲ Emergency Planning Assumptions

3.1.1 General Planning Assumptions

PG&E recognizes that emergencies can result from natural or human-caused incidents and that any incident may adversely impact people, property and the environment. Thus, the CERP is based on the following assumptions (refer to Figure 3-1):

- Consistent emergency response principles and processes apply to most incidents
- Practices should easily integrate with external first responders by incorporating compatible NIMS and SEMS processes, when feasible
- Response is scaled according to the incident(s), location(s), impact(s) and resources available or needed to safely and efficiently restore service



Figure 3-1 Incident Scale, Resource Needs, and ICS Response Structure

²³ Enterprise and Operational Risk Management Standard and Procedure (5001S and 5001P-01) are in the GDL.

- Resources may be moved throughout local and regional divisions as needed; EOC approval is not required.
- Generally, situations are best handled at the most local level and the EOC will not activate for single LOB Operations Emergency Center (OEC), the Gas Emergency Center (GEC) or the Electric Regional Emergency Center (REC) incidents.
- However, the EOC may be activated to support local (OECs), regional (ACs) single or dual commodity, planned, or unplanned incidents. Staffing and command is adjusted as appropriate to address the situation. Significant events will have Coordination and Support established by EP&R at the EOC, Alternate EOC (AEOC), or a site designated by the Incident Commander (IC).

3.1.2 Catastrophic Incident Planning Assumptions

PG&E's emergency preparedness and response plans, including the CERP, address a response to a major catastrophic event, such as an earthquake. In planning, as in all situations, safety is our most important responsibility. Table 3-1 lists assumptions and their external, company and employee impacts. The initial two assumptions on which PG&E plans for catastrophic events are:

- Safety is our most important responsibility
- In the event of a catastrophic event, the EOC will coordinate response and restoration priorities

Table 3-1 Catastrophic Incident Planning Assumptions

Impact	Assumption
External	<ul style="list-style-type: none"> • First responders may not be able to respond immediately • Roadways and bridges may be impassable • Key infrastructure and facilities may be damaged and inaccessible • A catastrophic event may attract local, state, national and international public, media, government and regulatory interest
Company	<ul style="list-style-type: none"> • Multiple commodities may be impacted • Employees may be delayed or unable to report to work due personal impacts of the incident, thereby diminishing workforce capabilities • Inability to access critical sites may impact calculating estimated time of restoration (ETOR) • Staff may be relocated to designated or ad hoc locations • PG&E's State OES Liaisons may need to report to the State Operations Center (SOC) to support the State of California Office of Emergency Services (OES) and/or Regional Emergency Operations Center (REOC) in the affected region • Substantial mutual assistance may be needed • Mutual assistance will be requested through PG&E's existing agreements

Impact	Assumption
Employees	<ul style="list-style-type: none"> Additional emergency on-call teams not currently on rotation may be needed Field Incident Management Teams (IMTs) from unaffected areas may have to travel significant distances to the disaster area Employees may be grouped together based on skill sets to create an IMT or specific taskforce or "strike team" PG&E employees who are certified to initiate first aid and/or CPR may serve a dual role and need to perform minor injury and/or life-saving measures

3.2 Emergency Scenarios

3.2.1 Infectious Disease/Pandemic

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

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

3.2.2 Weather-Related Emergencies

Adverse weather is the primary modulator of unplanned outage activity on the grid. To mitigate the considerable operational risk caused by adverse weather, PG&E's Meteorology Operations and Analytics team developed a storm damage prediction model, the Storm Outage Prediction Project (SOPP) Model. The model leverages over 25 years of historical weather and outage data along with high-resolution weather forecasts and real-time weather data. The model updates daily (more often during storm events) to forecast the following:

- Sustained Outages (SO)
- Customers Experiencing Sustained Outages (CESO)
- Resources (Troublemakers and Crews) needed to respond and repair
- Standby 911 Emergency Events
- Location and timing of specific adverse weather elements: precipitation, wind, heat, lightning and snow

Table 3-2 Sample DSO SOPP Model Forecast

DSO SOPP Model Forecast

Issued: Tuesday, June 20, 2017 07:43

Transformer Level Outages and Above

Cat 1

Cat 2

Cat 3

Cat 4

Normal, but have a plan

Have a plan for escalation

Staffing & Timing as Directed

Staffing & Timing as Directed

Sig. severe weather unlikely

Adverse weather possible

Adverse weather likely

Extreme weather probable

Extreme weather likely

Outages by Division	Tuesday 6/20/2017				Wednesday 6/21/2017				Thursday 6/22/2017				Friday 6/23/2017			
	SO	CESO	TM	CR	SO	CESO	TM	CR	SO	CESO	TM	CR	SO	CESO	TM	CR
Northern (NR)	46	6000	28	18	54	7800	33	22	68	11700	39	27	43	6800	28	18
Humboldt	6	500	5	3	7	600	5	3	9	800	6	4	6	500	5	3
Sonoma	7	900	5	3	11	800	5	3	15	2900	10	7	10	1600	6	4
North Valley	9	600	6	4	10	700	7	5	11	800	7	5	8	800	6	4
Sacramento	14	3000	7	5	16	3400	9	6	21	4500	10	7	14	3000	7	5
Sierra	10	1000	5	3	10	1000	5	3	12	1200	6	4	10	1000	5	3
Bay Area (BA)	16	5100	12	7	23	7300	15	9	43	15000	27	18	20	6100	14	8
North Bay	4	600	3	2	7	1100	5	3	11	3200	7	5	7	1100	5	3
San Francisco	1	400	2	1	2	900	2	1	2	900	2	1	2	900	2	1
East Bay	2	900	2	1	3	1400	2	1	4	1800	3	2	2	900	2	1
Diablo	9	3200	6	3	11	3900	8	4	26	9100	15	10	10	3200	6	3
Central Coast (CC)	21	7400	21	13	35	8500	23	15	74	20500	45	31	36	8200	25	16
Peninsula	3	700	2	1	4	900	3	2	6	1300	3	2	4	900	3	2
Mission	5	1400	3	2	5	1400	3	2	14	4100	9	6	6	1700	3	2
De Anza	4	700	3	2	2	3500	5	4	16	2400	7	5	6	1100	3	2
San Jose	9	3300	5	3	11	4000	6	4	27	9800	15	11	8	2700	6	4
Central Coast	6	800	5	3	7	1000	5	3	8	1100	6	4	5	700	5	3
Los Padres	4	500	3	2	4	500	3	2	6	800	3	2	4	500	3	2
Central Valley (CV)	60	10100	26	17	51	10300	27	18	61	12600	29	20	45	6500	23	15
Stockton	11	3000	6	4	11	3000	6	4	16	4300	7	5	6	3000	6	4
Yosemite	13	2100	6	4	13	2100	6	4	16	2400	7	5	12	1000	6	4
Fresno	16	3000	9	6	16	3000	9	6	17	3200	9	6	15	1600	7	5
Kern	10	2000	6	3	11	2200	6	4	13	2600	6	4	6	1600	5	3
PG&E Internal Use Only	141	28600	87	65	163	33900	98	64	246	63900	140	96	144	35500	90	67

Notes: SO = System Outages, CESO = Customer Critical System Outages, TM = Transformer Outages & Analysis

PG&E Internal Use Only

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Notes: SO = Sustained Outages, CESO = Customers Experiencing Sustained Outages, TM = Troublemakers, CR = Crews

The SOPP Model allows for advance planning and preparation before storm events; however, other emergency situations are less predictable.

3.2.3 Earthquakes and Tsunamis

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

PG&E uses catastrophic earthquake incidents that have the potential to significantly impact the following 10 counties in the Bay Area: Alameda, Santa Clara, Contra Costa, San Francisco, San Mateo, Marin, Santa Cruz, Napa, Sonoma and Solano. The processes and procedures developed to address such scenarios are annually tested in a full-scale emergency exercises conducted by EP&R.

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

- West Napa Earthquake – Magnitude 7.0
- Hayward – HN+HS Magnitude 7.3
- Rodgers Creek-Healdsburg – Magnitude 7.2
- N. San Andreas – Magnitude 7.9
- San Andreas-Peninsula – Magnitude 7.4
- Rodger's Creek-Healdsburg – Magnitude 7.2



**Figure 3-2 Napa Earthquake,
August 24, 2014**

These scenarios represent incidents that can have a significant impact to PG&E's service territory. For more information, refer to the Earthquake Annex.²⁴ In addition to earthquakes, PG&E's territory is at a low to moderate risk from tsunamis generated by earthquakes in the Alaskan/Aleutian Islands subduction zone, the Cascadia subduction zone and submarine landslides off the California coast. A somewhat lower risk is presented by tsunamis generated in the greater circum-Pacific area including an island volcano flank collapse and submarine landslide from the Hawaiian Islands. The areas most exposed to tsunamis in the PG&E service territory are the Humboldt generation facility and related electric distribution and transmission system in the greater Humboldt area of the north coast of California (highest potential hazard), Santa Cruz/Monterey Bay region, and Diablo Canyon/San Luis Bay region. The San Francisco Bay has a relatively low risk for tsunami hazard.

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

It is important to recognize that the DASH system provides reporting only for earthquakes within the greater California region, and does not report on distant earthquakes that could generate far-traveling tsunamis.

3.2.4 Cybersecurity

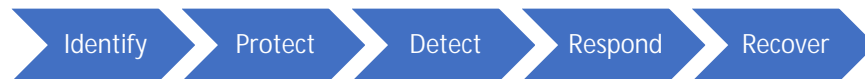
PG&E increasingly relies on electronic Information Systems to improve efficiency. Electronic systems may store sensitive employee and customer information or control physical structures that deliver energy safely.

²⁴ Document EMER-3101M, Earthquake Annex, is available here:

<http://pgeweb.utility.pge.com/guidance/pages/EmergencyResponse.aspx>. Link validated June 18, 2020.

A cybersecurity incident is one or more occurrences of unexpected or unwanted activity in a network or system that results in adverse consequences to information systems or the information the system stores, processes or transmits. To be declared an incident the activity must cross a threshold of business impact that justifies the activation of the incident response plan.

Responding rapidly and in a coordinated fashion is essential to fulfilling PG&E's mission – and in many cases a regulatory requirement. The National Institute of Standards and Technology (NIST)'s Cybersecurity Framework (CSF) consists of five primary functions:



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

3.2.5 Fire-Related Emergencies

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

Created in 2018, the **Wildfire Safety Operations Center (WSOC)** has been improving its main mission to prevent, monitor, detect, and respond to fire incidents of all size and complexity. As a result, the WSOC has greater fire-related situational awareness through investments in field monitoring technology, personnel training, enhanced information management and reporting, and expanded program scope with heavy emphasis on better equipping and training field staff to safely respond to fires.

The **Safety Infrastructure Protection Teams** program is a part of the WSOC's field presence and monitoring function. The teams are responsible for routine and emergency duties including fuel vegetation removal, patrols, fire stand-by and pre-treating poles. They are the WSOC's eyes and ears reporting fire information directly from the field.

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

PG&E's corporate resources are directed to support fire response of local first responders through the company's **Emergency Operations Center (EOC) program**, including company resources working in coordination with government-led incident command. EOC staff, technologies, and tools are regularly tested and refreshed for all hazard incident potentials. PG&E's Wildfire Annex is expected to be published in 2020.

3.2.5.1 Public Safety Power Shutoff Program

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

1. **Prevent catastrophic ignitions:** Mitigate catastrophic fire ignitions in the impacted geographical scope while minimizing potential public safety impact.
2. **Execute event** with no safety incidents.

3. **Restore power quickly and safely:** Ensure power to all customers affected by the PSPS event is restored quickly and safely.
4. **Communicate potential impact with internal and external stakeholders:** Provide timely and accurate notifications to employees, customers, California Public Utilities Commission (CPUC), California Department of Forestry & Fire Protection (CAL Fire), Governor's Office of Emergency Services (Cal OES), Public Safety Partners, and Cities/Counties/Tribes.

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

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

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

The power shutoff decision will be made by the designated Officer-in-Charge (OIC) with support from the Emergency Operations Center (EOC) leads. After the extreme weather has passed and it is safe to do so, crews visually patrol affected power lines to ensure they are free from damage and safe to energize. Power is then restored to customers as quickly and safely as possible.

For further information about how public safety power shutoff is implemented, the [Public Safety Power Shutoff Annex²⁵](#) is available on the Guidance Document Library.

3.3 Threat Landscape

PG&E is continually monitoring the threat landscape. This includes but is not limited to cyber, wildfire, storm response and extreme weather. Risks are identified and monitored in real-time by the Wildfire Safety Operations Center (WSOC), Corporate Security, Enterprise Network Operations Center (ENOC), Security Intelligence Operations Center (SIOC), as well as Grid Control, the distribution control centers, the Gas Control Center, Hydro and other lines of business. The Enterprise and Operational Risk Management (EORM) Program includes a horizon-scanning process which monitors threats over a longer time horizon and modifies the Corporate Risk Register and cross-cutting factors as needed.

Threats are incidents that have not yet occurred but have a reasonable potential to occur. Dynamic threats are based on risk analysis and timely intelligence received from one or more sources.²⁶

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

²⁵ Guidance Document Library link is <http://pgweb.utility.pge.com/guidance/pages/EmergencyResponse.aspx>.

²⁶ Definition from <http://www.businessdictionary.com/definition/threat.html> accessed 04/20/2020.

Responding to a “threat” may include:

- Conducting a situational awareness call
- Opening the EOC in a monitoring mode
- Notifying staff via Send Word Now (SWN) or through e-page alerts
- Notification to external partners

3.4 Damage Modeling

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

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

A significant aspect of emergency planning and response can involve the use of damage modeling information to estimate the impacts of earthquakes, storms and other potential causes that would trigger a need for an emergency response. PG&E uses several modeling tools which are further described in sections 3.4.1 through 3.4.5.

3.4.1 Dynamic Automated Seismic Hazard (DASH)

The Dynamic Automated Seismic Hazard (DASH)²⁷ reports provide information necessary to prioritize inspections following an earthquake. Post-earthquake DASH reports are currently produced for gas, electric, generation and corporate real estate facilities.

3.4.2 Storm Outage Prediction Program (SOPP)

To mitigate the considerable operational risk caused by adverse weather, PG&E developed a storm damage prediction model, the Storm Outage Prediction Project Model, or SOPP Model for short. The model leverages over 20 years of historical weather and outage data, along with high-resolution weather forecasts and real-time weather data to predict outages and the resources required for repair.



Figure 3-3 Dynamic Automated Seismic Hazard (DASH) site

²⁷ See PG&E Dashboard at <http://www2/dashweb> (link accessed 06/21/2019).

3.4.3 Fire Potential Index (FPI)

The PG&E Fire Potential Index (FPI) is modeled on historical fires using PG&E's 30-year downscaled climatology, dead and live fuel moisture models, fire indices, and other data. FPI is forecast hourly on a 3km grid out to 84 hours ahead and is used as a daily and near real-time tool to drive operational decisions to reduce fire risk. FPI informs Public Safety Power Shutoff (PSPS) and other wildfire mitigation operational programs.

As of July 30, 2019, the rating scale of PG&E's Utility Fire Potential Index changed from Low to Extreme-Plus to a numeric FPI Rating (R1 to R5-Plus). The color scale will also change to align with PG&E's SOPP Model and emergency levels. In addition, the 7 Day Wildfire Danger Rating Forecast will transition to a 7 Day Public Safety Power Shutoff (PSPS) potential forecast. For additional information about this tool, refer to the subject section in the [Wildfire Annex](#).

3.4.4 Outage Producing Wind (OPW)

The PG&E Outage Producing Wind (OPW) is modelled on 10 years of historical outages and wind speed data from PG&E's 30-year downscaled climatology. OPW is forecast hourly on a 3km grid out to 84 hours ahead as a function of the forecasted wind speeds from PG&E's Operational Mesoscale Modelling System (POMMS). OPW informs PSPS and other wildfire mitigation operational programs.

3.4.5 Debris Flow Hazard Modeling and Warning

PG&E Geosciences and EP&R groups have implemented a debris flow model and warning procedure for monitoring debris flows in fire burn areas. The model is an adaptation of the U.S. Geological Survey post-fire debris flow model, including input from nearest rain gauges to assess the likelihood of debris flow initiation in fire burn zones relative to rainfall intensity. The model helps assess areas of greatest debris flow likelihood during storms, focusing on short-term rainfall intensity (e.g., triggering rain intensity of > 1/4-inch in a 15-minute period). Ongoing desktop analysis of model outputs, field checks and instrumentation improve and validate the model.

3.5 Annex Development

Additional annexes to the CERP may be developed based on PG&E's risk identification and analysis process, priorities, and events perceived to be a threat. Functional and hazard annexes follow the same guidance as the CERP, notably the Company Emergency Operations Plans Standard EMER-2001S and the Emergency Preparedness and Response Policy EMER-01. After each annex is approved, the document is posted to the Guidance Document Library (GDL). Copies of the annex are distributed to 24/7 control centers, gas, electric, emergency preparedness departments, and other LOBs — including those that own an Annex in the CERP.

Hazard-specific annexes can be identified via the corporate risk identification process described earlier in this section.

Concepts of Operations (ConOps) are also written for planned events, such as major planned sporting events and celebrations in the territory, e.g., SuperBowl50 or NBA, MLB, and NFL championship celebrations.²⁸ ConOps and other types of emergency plans are maintained by Emergency Preparedness & Response (EP&R).

²⁸ NBA = National Basketball Association (Warriors), MLB = Major League Baseball (Giants, Athletics), NFL = National Football League (49ers, Raiders), and NHL = National Hockey League (Sharks).

3.6 Training and Exercises

The best way to succeed during an emergency is to prepare *before* an emergency. At PG&E, that means training and exercises. With that in mind, we expanded emergency-response training in coordination with the California Governor's Office of Emergency Services (Cal OES).

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

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

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

3.6.1 Training

PG&E continually evaluates threats, hazards, risks, after action reports, and related post-incident or exercise corrected actions as part of its multi-year training strategy. For 2020, the PG&E Learning Governance Committee authorized the requirement that all company emergency responders complete California Specialized Training Institute (CSTI) Type III credentialing for their assigned Emergency Operations Center (EOC) positions.

Baseline coursework for the CSTI Type III EOC credential includes:

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

The current EOC training schedule can be found on the EOC SharePoint Resource site at:
<https://sps.utility.pge.com/sites/EOCResources/SitePages/EOC%20Training.aspx>

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

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

- EPRS-9010 – Company Emergency Response Plan (CERP) is an introduction to the CERP and an overview of current-year changes. Refreshed yearly after the CERP is updated and published, EOC on-call staff must remain current with this annual training.

3.6.2 Exercises

PG&E's exercise program has adopted the Homeland Security Exercise and Evaluation Program (HSEEP) methodology. Using HSEEP'S methodology allows exercise program managers to develop, execute, and evaluate exercises that address PG&E's preparedness priorities established by senior leadership. These priorities are

informed by corporate risk, capability assessments, corrective actions from previous events, and external requirements from regulations.

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

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



Figure 3-4 Company Exercise and Showcase (2016)

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

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

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

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

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

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

The current EOC exercise schedule can be found on the EOC SharePoint Resource site at:

<https://sps.utility.pge.com/sites/EOCResources/SitePages/EOC%20Training.aspx>

3.6.3 After Action Reports (AARs)

The AAR document summarizes key information related to EOC activations and exercise scenarios. EP&R S&E is responsible for ensuring that the AAR is completed for the annual exercise(s) as well as any incident involving the EOC activation. Lessons learned will be captured using the PG&E-approved [AAR template](#)²⁹.

²⁹ The PG&E After Action Report (AAR) template is located on the EOC Resources SharePoint. The address is <https://sps.utility.pge.com/sites/EOCResources/ICS%20Forms/Forms/AllItems.aspx?View=%7BE8D86E73%2DE05B%2D4AB4%2DB83B%2DBD411F9392A6%7D>. The AAR template is modified from the Department of Homeland Security's Homeland Security Exercise and Evaluation Program (HSEEP) AAR and has been made available for company use.

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4 Incident Management Concepts and Guidelines

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

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

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

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

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

4.1 National Incident Management System (NIMS)

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

The main concepts and principles of NIMS are:

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

The five components of NIMS are:

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

4.2 Standardized Emergency Management System (SEMS)

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

The main concepts and principles of SEMS include:

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

4.3 Incident Command System (ICS)

ICS is an incident management system developed to improve preparedness and response capabilities and coordination of government, private and non-profit entities. ICS is designed to effectively manage equipment, facilities, personnel, procedures and communications within an organization. See [Appendix C](#) for additional details on ICS.

The main concepts and principles of ICS include:

- Common terminology – ICS uses common terminology and clear language to allow diverse incident management and support roles to work together
- Scalable modular structure – The ICS organizational structure is designed to be flexible and able to scale up or down depending on incident size, complexity, and situational need
- Management by objectives – ICS emphasizes planning and management of incidents by focusing on objectives. The planning process used assists responders in prioritizing and formulating the incident objectives in order to guide the response efforts

ICS allows for Single Command, Unified Command, and Regional Emergency Center of an incident, as described below.

4.3.1 Single Command

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

Every emergency incident begins as Single Command with one IC.³⁰ Initially, the first responder to the incident automatically becomes the IC and has overall command responsibility until:

- A more appropriately qualified person relieves him/her, e.g., the on-call supervisor
- Changes in the incident require jurisdictional or agency changes, e.g., fire or police
- Such a change makes good management sense
- Responsibility for specific functions is delegated
- Relief personnel arrive as part of the normal personnel shift change

³⁰ While there will always be an incident commander, other positions may be left unfilled based on the needs and circumstances of the incident.

4.3.2 Unified Command

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

4.4 Dual Commodity Response

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

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

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

- Single Command – The IC oversees the emergency response of both Gas and Electric (or other LOBs), with the creation of gas and electric branches within the Operations section to manage execution of the commodity response
- Unified Command – ICs from Gas and Electric (or other LOBs) make joint decisions in an ICP, OEC or base camp
- Single Command with a Deputy Incident Commander – An IC from one commodity and a Deputy IC from another commodity manage the emergency response

For multiple commodity incidents involving nuclear, refer to the Diablo Canyon Power Plant (DCPP) and the Humboldt Bay Power Plant (HBPP) Emergency Plans for response information. Information on integrated incident organization will be contained in the Nuclear Annex (under development as of the 2019 revision of the CERP).

4.4.1 Criteria for Which Commodity Has Authority

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

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

Ultimately, the EOC or highest-level activated emergency center can make the final decision on which commodity representative has authority over an incident.³¹

4.4.2 Modular Incident Management Organization

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

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

For catastrophic scenarios such as a San Andres fault earthquake with an epicenter west of San Francisco, the amount of damage within a discrete company division may be overwhelming. In such instances, the EOC Commander may assign teams and resources to ICS map divisions within a pre-existing company service area division (see Figure 4-1 Example of ICS Division in the Company SF Division). The naming company convention for such "divisions within divisions" will be the home division identifier followed by the branch or group name, using a phonetic alphabet letter, such as SF-ALPHA.



Figure 4-1 Example of ICS Divisions in the Company SF Division

³¹ Depending on the incident, the IC may start as one commodity before command is transferred to another commodity (e.g., the initial OEC Commander may be from Electric, then after restoration is complete, command is transferred to an OEC Commander from Gas). Also, until the IC arrives, the first company supervisor on the scene takes command of the incident.

4.5 Emergency Financial Guidance

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

When a significant event impacts PG&E's assets and ability to provide safe and reliable electricity and gas to customers, additional resources may be required. To predict recovery costs, PG&E employs various forecasting models, e.g., historical, outage, resources and facility types, unit costs and estimates, which help Finance develop a restoration cost estimate for:

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

This estimate and subsequent documentation will:

- Develop strategic framework for financing the emergency response and recovery and ensure proper accounting
- Enable the Treasury group to know how much cash may be needed in a relatively short period of time. With the estimate and a review of current cash on hand, Treasury will then determine in what manner the additional cash should be raised
- Enable PG&E to notify our insurance carriers to ensure that they are aware of the incident and existing or anticipated damage, and to anticipate forthcoming claims. Appropriate documentation will be needed to verify that claim requests are related to the incident
- Conform to CUEA and WRMAA agreements and support timely recording of costs, estimated goods receipts and accruals
- Enable quick response to internal and external audit or data requests
- Provide current actual data from which future estimates will be built
- Facilitate prompt payment of third-party contractors and/or mutual aid assistance invoices by showing that services provided aligned with predicted needs

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5 EOC Staffing

As of 2020, EP&R Strategy and Execution has re-aligned EOC roles and the overall structure of the emergency organization to a more traditional Incident Command System (ICS) framework to enhance emergency response performance and coordination with partners. Figure 5-1 is the Emergency Operations Center Organization at EOC Levels 3, 4, and 5. Figure 5-1 is an overview of the sections and the units. Additional details about the units are provided in the role descriptions presented in this section.

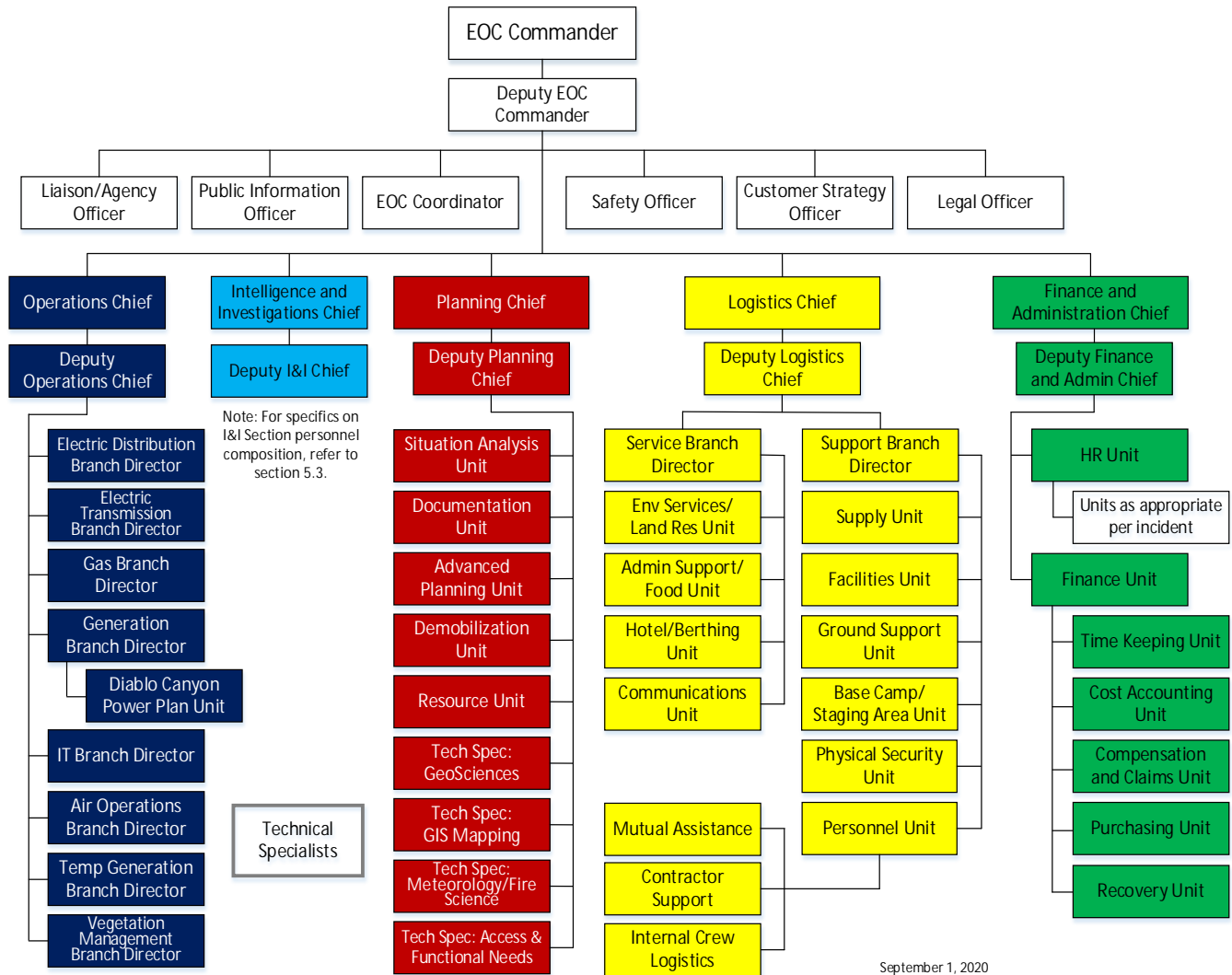


Figure 5-1 Emergency Operations Center Organizational Chart (EOC Levels 3, 4, & 5)

Staff are organized under the following functional areas:

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

Staffing is scaled to meet incident needs. Positions may be unstaffed or added at the direction of the EOC Commander or the Section Chief.

5.1 EOC Command Staff

The organizational chart in Figure 5-2 displays the EOC Command Staff top-level structure. The EOC organizational chart for a level 3 to 5 emergency incident is available in Appendix B. Individual EOC sections, branches, units and roles are described in this chapter.

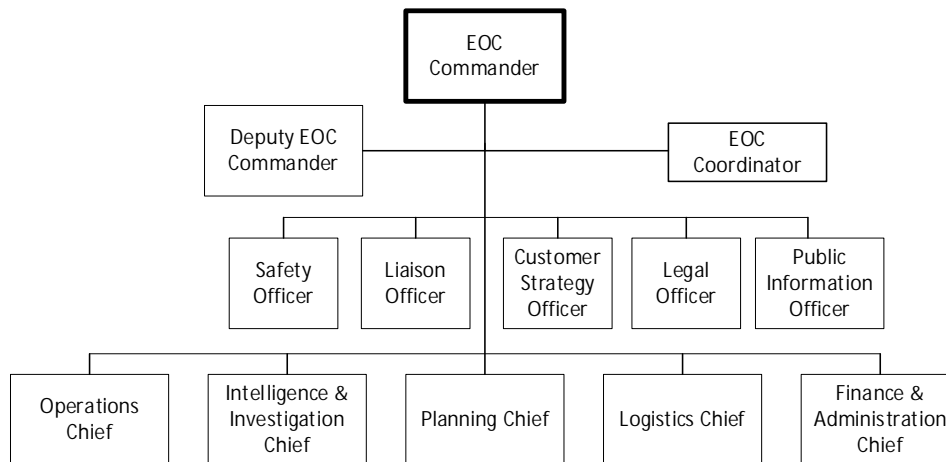


Figure 5-2 PG&E Command System

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

The Command Staff is led by the EOC Commander (IC)—who, in the EOC, is equivalent to the EOC Director in the State Operations Center—and includes the Deputy EOC Commander, Officers and Support Staff.

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

Table 5-1 identifies direct reports to the EOC Commander. It does not include subordinate reports or those who report up to officers.

Table 5-1 EOC Roles that Report Directly to the Incident Commander

EOC Role	Vest Color
<i>Command Staff</i>	
EOC Commander	Navy Blue with Neon Stripe
Deputy EOC Commander	Navy Blue
EOC Coordinator	Navy Blue
<i>Officers</i>	
• Safety Officer (SO)	White
• Public Information Officer (PIO)	Tan
• Customer Strategy Officer (CSO)	White
• Liaison Officer (LNO)	White
• Legal Officer	White
<i>General Staff</i>	
Sections	
• Operations	Royal Blue
• Planning	Red
• Logistics	Yellow
• Finance and Administration	Green

5.1.1 EOC Commander (IC/EC)

As noted previously, as part of PG&E's emergency management practice, there is always an on-call EOC Commander who is in charge of company emergency operations. When working in an emergency center, this position is the EOC "Commander" of the facility for which they are running operations. For example, the IC at the EOC is called the "EOC Commander" but is generally called "the EC" for ease of conversation.

The EC is responsible for:

- Notifying emergency personnel, executive leadership, and external agencies of activation per the emergency plan checklists
- Determining which EOC to activate and at what level of EOC activation is required (Readiness Posture, virtual activation, only open the San Francisco EOC)
- Assessing incident priorities and resource needs

- Overall management of the incident, including:
 - Developing and implementing the response strategy
 - Coordinating the response strategy with external agencies, when appropriate
 - Making management decisions during an incident within the scope of authority
 - Coordinating with LOB executives on policy issues beyond that scope

The EC's Operational responsibilities include:

- Making appropriate policy decisions
- Resolving section conflicts
- Setting strategic objectives
- Directing the tactical response to the emergency incident
- Coordinating with and providing regular communication to PG&E Company Leadership when activated
- Approving and overseeing the Incident Action Plans (IAPs)
- Approving all communications strategies in consultation with the PIO
- Setting the operational period
- Establishing orders and directives necessary for effective operations

5.1.2 Deputy EOC Commander

The Deputy EOC Commander:

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

5.1.3 EOC Coordinator

The EOC Coordinator:

- Ensures the timely and effective opening of the EOC
- Maintains supplies and assists with the operations, setup, activation and maintenance of the EOC
- Ensures emergency notifications are sent to EOC members and other on-call teams as requested by the EOC Commander or the Director of EP&R

5.1.4 Safety Officer

The Safety Officer:

- Monitors safety conditions in the field and is the Safety Officer in the EOC (Figure 5-3)
- Advises the IC on all matters relating to operational safety
- Develops measures and messages for improving safety and health awareness of all assigned personnel
- Tracks work-related injuries

- Performs investigations, as necessary

5.1.5 Public Information Officer (PIO)

Each level of PG&E's emergency response may have a PIO and/or public information function. However, when staffing the EOC, the PIO's role is to provide strategic communications counsel to the IC.

The Public Information Officer:

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



Public Information Office:

- Develops and implements communication strategy to ensure "one voice" communications
- Coordinates emergency communication activities with other agencies, media, customers, etc., through verbal replies, on-camera interviews, written statements, press releases and social media
- Responds to real-time media requests for information, interviews and status
- Conducts press conferences and manages press questions and queries
- Staffed by PIO and other EOC positions as required (e.g., Customer Strategy Officer, Liaison Officer)
- In a Diablo Canyon Power Plant (DCPP) emergency, the EOC PIO integrates with the DCPP Joint Information Center (JIC) in San Luis Obispo to ensure timely, accurate and consistent messaging
- Additional communications information is available in Section 10 "Coordination and Communication," of this plan and in the Emergency Communications Annex

Figure 5-3 EOC Operational Briefing

5.1.6 Customer Strategy Officer (CSO)

The CSO serves as an advocate for customers by:

- Providing updates to customers
- Addressing customer issues
- Communicating high-priority outage concerns to the emergency operations team
- Develops customer communication strategy in coordination with the other customer focused teams, including
 - Customer Contact Emergency Coordination Center (CCECC)
 - CSOs in the OECs
 - Public Information Office

5.1.7 Liaison Officer (LNO)

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

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

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

If the incident involves Diablo Canyon Power Plant (DCPP), a Nuclear Liaison will report to the Liaison Officer. The Nuclear Liaison integrates plant response with the utility's emergency organization and facilitates requests for information and company support with the DCPP emergency response facilities.

5.1.7.1 Public Safety Specialist Liaison

The Public Safety Specialist (PSS) Liaison is another member of the Liaison Unit that becomes an active role during any type of emergency incident or event. The PSS Liaison directly reports to the Liaison Officer and serves as the primary point of contact for receiving field reports and informational inquiries communicated by the field-based PSS(s). The PSS Liaison typically holds conference calls to coordinate public safety information to the rest of the EOC liaisons and other Command Staff, while also communicating tactical details about the emergency response activities in the field.

5.1.7.2 Nuclear Liaison

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

5.1.7.3 SOC Liaison

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

The SOC Liaison:

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

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

5.1.8 Legal Officer

The Legal Officer reports to the IC and is responsible for the following:

- Provides advice and counsel on legal matters related to the incident
- Reviews media releases and public information
- Monitors compliance with regulatory and reporting processes
- Reviews the document retention plan
- Assists in incident investigations

5.2 Operations Section

The Operations Section (Figure 5-4) implements the assessment and restoration strategy and achieves the incident objectives set by the Incident Commander (IC) and communicated in the Incident Action Plans (IAPs). In most emergencies, the Operations Section ensures coordination with other EOC sections and emergency centers, such as the Electric Regional Emergency Centers (RECs).

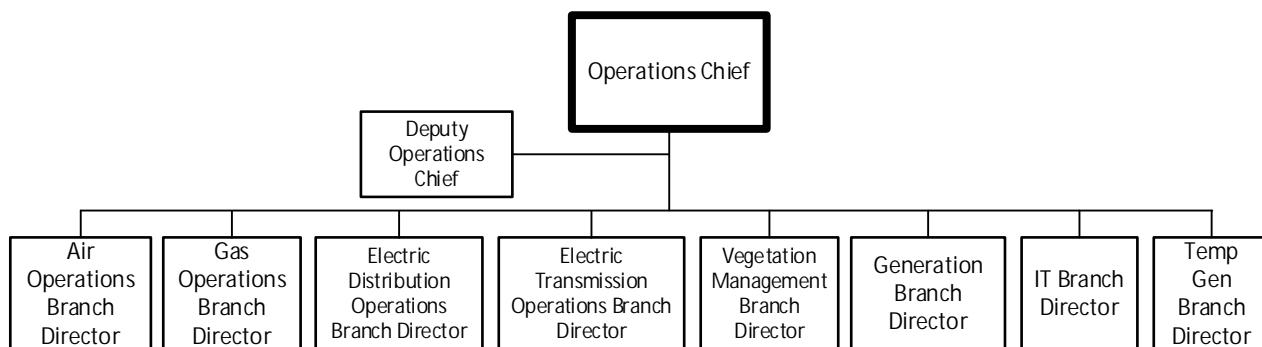


Figure 5-4 General Staff – Operations Section

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

- Air
- Gas
- Electric Distribution
- Electric Transmission
- Vegetation
- Generation
- Information Technology
- Temporary Generation

5.2.1 Air Operations Branch

PG&E's Air Operations Branch is comprised of helicopter, fixed wing aircraft and unmanned aerial system aircraft departments. During an emergency, the Air Operations Branch Director supports requests to patrol PG&E infrastructure and assists with emergency power restoration. Assignment to basecamps and other issues are managed through the Director and Helicopter Operations. The Air Operations Branch Director reports to the Operations Section Chief. Under the Logistics Section, the Ground Support Unit Leader handles requests related to ground and air transportation of PG&E personnel and executives.

When the EOC is activated, the Air Operations Branch Director coordinates all aviation service requests. To ensure requests for aviation services are coordinated in enough time to notify our vendors, all requests should be received and prioritized by close of business the day before support is required. In the event that the number of requests requiring aviation services support outnumbers the number of aircraft available, the Operations Section within the EOC will help prioritize work based on the restoration effort requirements.

5.2.2 Gas Operations Branch

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

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

The Branch Director:

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

5.2.3 Electric Distribution Operations Branch

The Electric Distribution Operations Branch (Figure 5-5) coordinates the recovery and restoration of PG&E's electric distribution system. The branch also provides information on customer outages and field operational challenges to the EOC.

The Electric Distribution Branch Director:

- Directs the work of the Regional Emergency Centers, who then perform tactical planning, mobilize resources within their areas, and guide multiple Operations Emergency Centers in the field performing restoration activity
- Verifies that the Substation and Transmission Operations Emergency Center (STOEC) is coordinating to report transmission impacts for de-energization, status of damage, and restoration efforts



Figure 5-5 Operations Staff Wearing Royal Blue Vests

5.2.4 Electric Transmission Operations Branch

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

The Electric Transmission Branch Director:

- Verifies that the Vacaville Grid Control Center (VGCC) is in close coordination with the California Independent System Operator (CAISO) for operational communications
- Verifies that ETEC is coordinating with Substation Transmission Operations Emergency Center (STOEC) to report transmission impact for de-energization, status of damage and restoration efforts.

- Once CAISO has been notified, the Electric Transmission Branch Director will notify the Chief of Staff and/or Liaison Officer

5.2.5 Vegetation Management Branch

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

The VBD:

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

5.2.6 Generation Branch

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

The Generation Branch includes the following:

- Nuclear Technical Specialist
- Energy Supply Group
- Power Generation

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

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

5.2.7 Nuclear Technical Specialist

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

The Nuclear Technical Specialist:

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

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

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

The DCPP Emergency Plan is available upon special request from the [DCPP Emergency Planning](#)³² intranet website.

5.2.8 Information Technology (IT) Branch

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

The IT Branch:

- Coordinates with the EOC Operations and Logistics and Other EOC Sections to establish technology restoration priorities and deployment of technology services associated with the incident

³² The DCPP Emergency Planning website is at <http://pgeweb.utility.pge.com/energysupply/dc/ep>.

- Develops a strategy to restore or implement technology services associated with the incident
- Leads the ITCC by defining strategies for IT during the incident

5.2.9 Temporary Generation Branch

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

5.3 Intelligence and Investigations (I&I) Section

The Intelligence and Investigations (I&I) Section personnel composition differs for PSPS events versus Cybersecurity incidents, as discussed below in sections 5.3.1 and 5.3.2 I&I for Cybersecurity Incidents.

5.3.1 I&I for PSPS Events

For a PSPS event, the I&I Section Chief oversees the I&I Section (Figure 5-6), which may activate the following units, as needed.

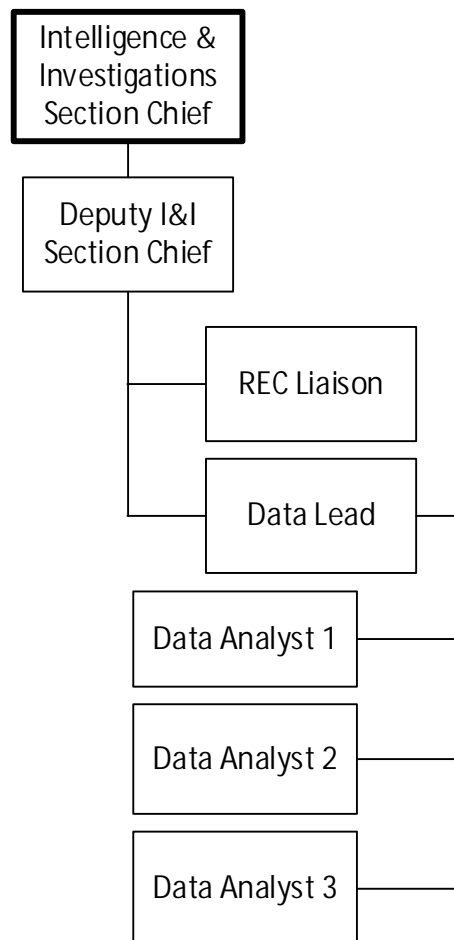


Figure 5-6 I&I Section for PSPS Events

The I&I Section at PG&E helps ensure intelligence and investigative operations and activities are properly managed and coordinated to:

- Prevent/deter additional activity, incidents or attacks, where possible
- Collect, process, analyze, secure and appropriately disseminate intelligence information
- Conduct a thorough investigation
- Identify, document, process, collect, safeguard, examine and store evidence
- Determine the source or cause and control spread and impact, where possible
- Develop, conduct and manage information related to security plans and operations, as directed by the EOC Commander. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it so that they can effectively and safely conduct operations

5.3.2 I&I for Cybersecurity Incidents

The I&I Section (Figure 5-7) is stood up to ensure compliance with the regulatory requirements related to wind or other hazard damage to PG&E facilities.

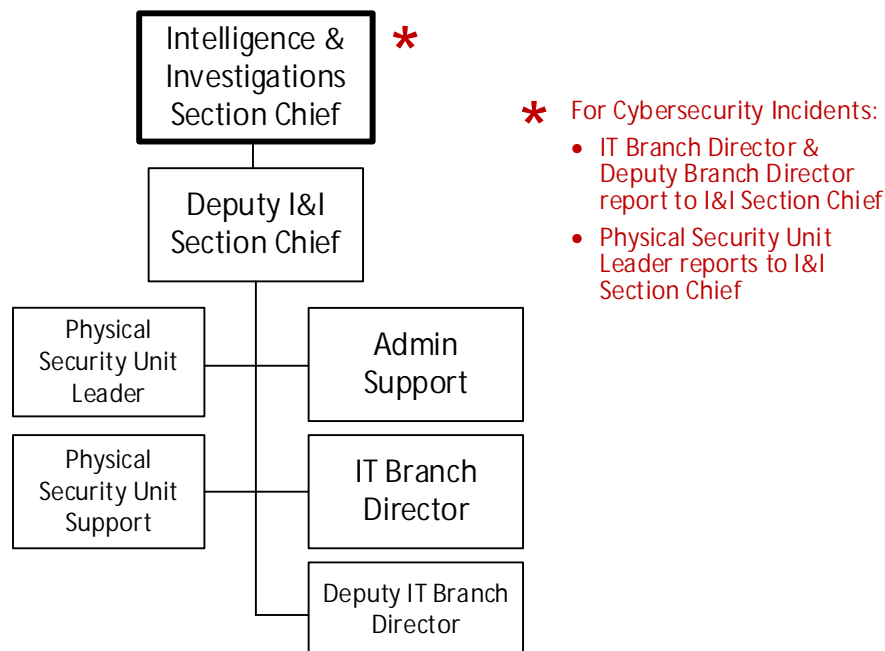


Figure 5-7 I&I Section for Cybersecurity Incidents

The I&I Section:

- Maintains a template for tracking damages and hazards
- Tailboards the use of the template with the potentially impacted divisions
- Receives and aggregates the templates (including photos) into a single spreadsheet with all damages and hazards
- With the support of the Operations Section, quality control/verify the damages and hazards to ensure they are PSPS-related and appropriately categorized

- Drafts the language for the damage documentation section of the CPUC De-Energization Report

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

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

The Incident Command System provides for organizational flexibility and the I&I function can be embedded in the Planning Section, Operations Section, Command Staff, or as a separate general staff section. At PG&E, the I&I function is likely to be activated as a separate general staff section.

5.3.3 Physical Security Unit

The Physical Security Unit:

- May be assigned to I&I instead of the Logistics Section specifically for cybersecurity incidents
- Supports investigation operations, as directed by the I&I Section Chief
- Acts as the primary liaison with law enforcement
- Ensures impacted facilities are protected and secured

5.3.4 IT Branch Director

The IT Branch Director:

- May be assigned to the I&I Section when an incident involves cybersecurity. For most emergency activations, e.g., storm or natural disaster events, the IT Branch reports to the EOC Operations Section Chief
- Manages protection and restoration of IT technologies
- Establishes technology assessment and restoration priorities and develops an IT response strategy for the incident
- Liaises with the IT Coordination Center (ITCC) to lead execution of the established strategy for IT

5.4 Planning Section

The Planning Section (Figure 5-8) is responsible for collecting, evaluating and displaying incident intelligence and information. This section prepares incident action plans (IAPs), long-range, contingency and demobilization plans. Additionally, this section gathers situational intelligence, maintains incident documentation and tracks resources assigned to the incident.

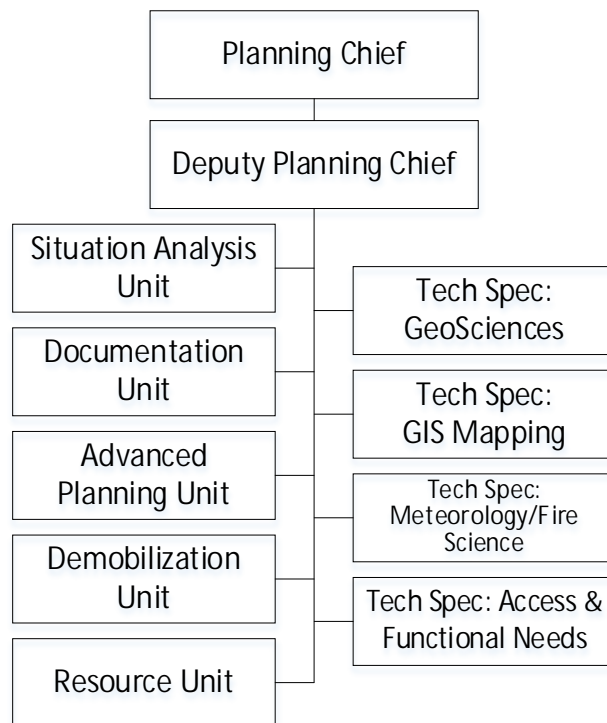


Figure 5-8 General Staff – Planning

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

- Advance Planning
- Demobilization
- Documentation
- Resource Unit , including as necessary Gas, Tracking, Contractor and Mutual Assistance
- Situation, including necessary Electric, Gas, Estimated Time of Restoration (ETOR) and Technical Specialists
- Wildfire Safety Operations Center

5.4.1 Situation Unit

The Situation Unit:

- Collects and analyzes incident information
- Develops situation and intelligence reports
- Ensures that displays contain accurate information
- Participates in the operational planning process
- Conducts situation updates at meetings and briefings as requested by the Planning Section Chief

5.4.1.1 Technical Specialists

Depending on incident complexity, technical specialists have special skills that may be helpful or necessary to the response and are activated only when needed. Technical specialists may be placed anywhere they are needed in

the EMO. Thus, technical specialists may be assigned to other sections or in the command staff and report up to the appropriate section chief, officer or commander.

Technical specialists include:

- ▲ Access and Functional Needs
- Business Continuity
- Business Technical Specialists-DMS/OMT
- Geosciences
- GIS mapping
- IT Tech Specialists-DMS/OMT
- Meteorology and Fire Science
- Nuclear

5.4.2 Documentation Unit

The Documentation Unit:

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

5.4.3 Advance Planning Unit

The Advance Planning Unit:

- Includes representatives from Gas, Electric and Generation, as appropriate to the incident
- Runs damage models pertinent to the emergency
- Develops an Advance Plan consisting of potential response and recovery-related issues likely to occur beyond the next Operational Period
- Develops Restoration Work Plans that include resource requirements to repair assets and restore service
- Reviews all available status reports, action plans and other significant documents
- Determines potential future impacts in the event of a disaster, particularly issues which modify the overall strategic EOC objectives

5.4.4 Demobilization Unit

The Demobilization Unit:

- Determines objectives, priorities and constraints on demobilization
- Reviews incident resource records to determine scope of the demobilization effort
- Identifies surplus resources and probable release times

- Prepares the Demobilization Plan
- Monitors implementation of the Demobilization Plan, such as ensuring completion of the ICS 221 Form

5.4.5 Resource Unit

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

- Provision of guidance and training to Operations Section elements in the preparation of Operational Planning Worksheets when needed or requested
- Tracking and analysis of resources assigned to the operation
- Development and maintenance of the Incident Organization Assignment List (ICS 203) and Organization Chart(s) (ICS 207)
- Production of the IAP document
- Transfer of the information on the Approved Operational Planning Worksheet (ICS 215) to incident Assignment Lists (Incident Command System [ICS] 204 forms).

5.4.6 Wildfire Safety Operations Center Technical Lead

The Wildfire Safety Operations Center (WSOC) Technical Lead supports the activation at the request of the Emergency Operations Center (EOC) Commander and reports out on fire conditions and behavior. During a PSPS Event the WSOC Lead sits in the EOC and represents the WSOC. Their responsibilities include:

- Works with Meteorology to place Field Observers effectively
- Provides and analyzes data to present to the Office-in-Charge to aid in PSPS decision making
- Maintains the OIC dashboard throughout the PSPS Event ensuring all information is up-to-date

5.5 Logistics Section

The Logistics Section Chief (LSC) oversees the Logistics Section (Figure 5-9), which consists of the Deputy Logistics Section Chief (DLSC), the Service and Support branches below, and may include the Logistics Reporting Lead, and the Materials and Transportation Coordination Center (MTCC) depending on the scope and nature of the emergency. The Logistics Section secures resources, supplies, food, lodging, vehicles and equipment rentals, fuel, and medical services, as well as maintains equipment for incident personnel.

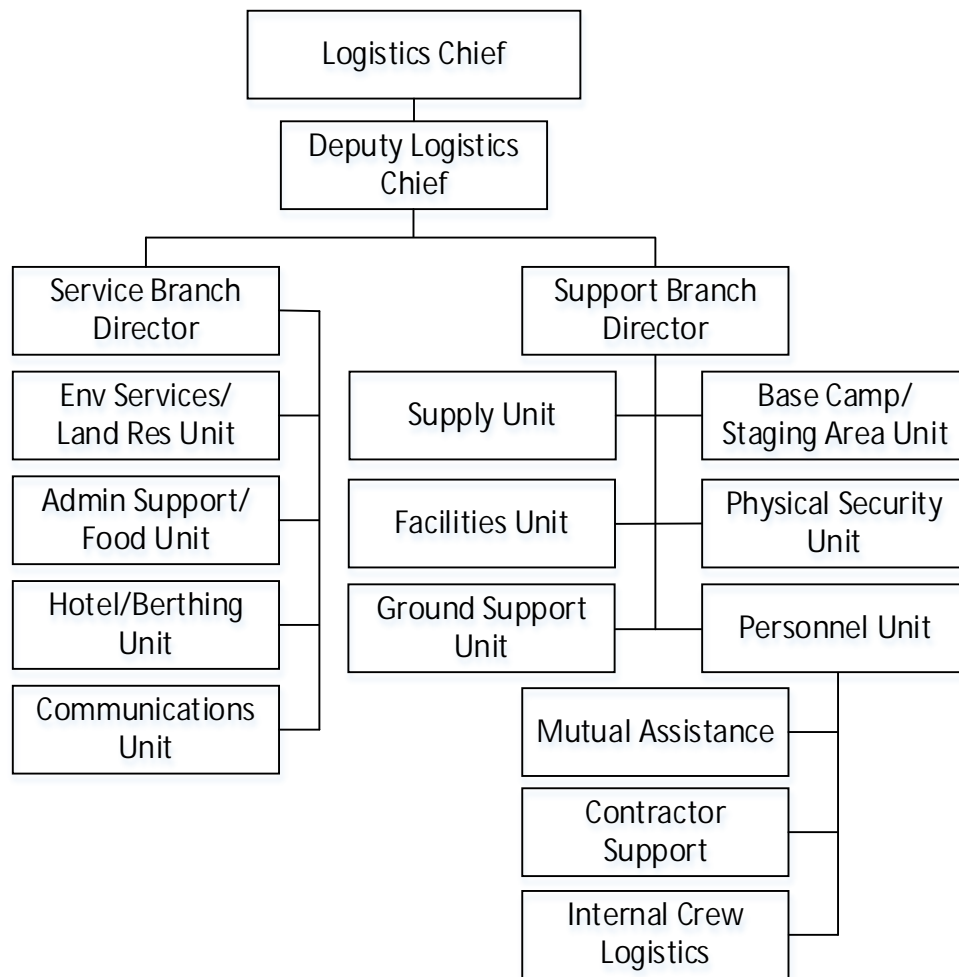


Figure 5-9 General Staff – Logistics Section

5.5.1 Service Branch

The Service Branch is responsible:

- Maintaining and submitting incident documentation (such as the ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials) to the Documentation Unit for review
- Overseeing the Service Branch which is comprised of the following units: Environmental/Land Response, Transportation Services, Ground Support, Admin Support/Food, Hotel Berthing, and Communications Unit.



**Figure 5-10 Logistics Section
Wearing Yellow Vests**

5.5.1.1 Environmental/Land Response Unit

The Environmental/Land Response Unit:

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

- Coordinates with Land Acquisition personnel on all land related needs
- Maintains and submits incident documentation (such as: ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials) to the Documentation Unit for review

5.5.1.2 Admin Support/Food Unit

The Admin Support/Food Unit:

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

5.5.1.3 Hotels/Berthing Unit

The Hotels / Berthing Unit:

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

5.5.1.5 Communications Unit

The Communications Unit Lead reports to the Service Branch Director and is responsible for identifying and providing data and voice communications connectivity and end user support for all incident personnel and facilities. Primary duties include:

- Participation in pre-activation conference calls to specify communications requirements
- Initiation of a Communications Unit conference call to establish detailed incident communication requirements
- Determining Communications Unit personnel needs
- Participation in the incident action planning process, as requested
- Development of plans for the effective use of voice and data communications equipment and facilities in support of the incident
- Developing a communications continuity plan
- As necessary, preparing and/or reviewing and approving Radio Communications Plan (ICS Form 205)

5.5.2 Support Branch

The Support Branch is responsible:

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

5.5.2.1 Supply Unit

The Supply Unit:

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

5.5.2.2 Facilities Unit

The Facilities Unit:

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

5.5.2.3 Ground Support Unit

The Ground Support Unit:

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

5.5.2.4 Base Camps/Staging Area Support

The Base Camps/Staging Area Support:

- Supports the set-up of base camps, staging areas, micro sites and materials laydown areas and community resource centers (CRC)
- Contacts and coordinates with emergency service providers for all equipment and service needs

- Works with Land Acquisition to identify and establish agreements for use of property as needed
- Coordinates with Emergency Operations Center (EOC) Materials and Service Buyers regarding all purchase orders needed to support the various site activations
- Ensures that all purchase orders (PO) related to base camps, staging areas, microsites, materials laydown areas and community resource centers are created timely and accurately and posted on the EOC PO log

5.5.2.5 Physical Security Unit

The Physical Security Unit:

- Ensures security of company personnel and assets
- Centrally manages security contracts for Company
- Provides security for temporary emergency sites, such as base camps, staging area, micro sites and community resource centers (CRC)
- Coordinates with external law enforcement agencies
- Reports to the Intelligence and Investigations Section during a cybersecurity incident
- Maintains and submits incident documentation, such as: ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials, to the Documentation Unit for review.

5.5.2.6 Personnel Unit

The Personnel Unit function keeps track of deployed personnel through the deployment tracking system in coordination with the Human Resources Unit Leader in the Finance Section. Personnel Unit staff:

- Obtain daily incident staffing reports and provide information to the EOC Resource Unit Leader
- Enter and track personnel orders in the standard deployment tracking system and database
- Identify and resolve duplicate orders
- Supervise assigned Personnel Unit workers
- Document in writing all significant decisions and facts relative to personnel acquired during the incident

5.5.2.6.1 Mutual Assistance Leader

The Mutual Assistance Leader is a member of the Personnel Unit and is responsible for coordinating the acquisition of external crew resource deployed in support of PG&E's field service needs. Mutual assistance is usually requested through regional or industry mutual assistance associations. The MA Unit Leader:

- Ensures in-coming mutual assistance crews are met at base camps or staging areas
- Provides crew mission information to the incoming mutual assistance utility and crew manager
- Arranges for incoming crew orientation
- Ensures the EOC Resource Unit has the exact number and type of mutual assistance resources

5.5.2.6.2 Contractor Support

Contractor Support includes the materials/service buyer function. Contractor Support personnel:

- Create Purchase Orders (POs) for materials and services

- Ensure POs are created in a timely and accurate manner, and are listed on the EOC PO log
- Track and expedite open POs, ensuring timely delivery and receipt of POs
- Work with suppliers as needed to resolve invoice issues

Note: The Contract Support function provides a single incident coordination point for the creation of POs that would otherwise be generated by individual work units

5.5.2.6.3 Internal Crew Logistics

Internal Crew Logistics³³ provides logistical support for field crews deployed in support of PG&E incident operations. Crew Logistics personnel:

- Maintain continual communication with responding mutual assistance utilities
- Coordinate arrival and demobilization of Mutual Assistance crews, to include capturing details about their capabilities, credentials, union vs. non-union status, and ability to arrive at the desired time

5.6 Finance and Administration Section

The Finance and Administration Section (Figure 5-11):

- Provides charging guidelines
- Communicates the appropriate field orders to capture time and expense to those responding
- Ensures that sufficient funds are available to pay our vendors and employees
- Provides cost analysis and forecasting for the incident
- Notifies our insurance carriers about the incident for costs that are eligible for recovery
- Tracks potential claims for compensation for injury or damage to life or property

³³ In previous versions of the CERP, Internal Crew Logistics was the Resource Management Unit, which has been migrated from Planning into the Logistics section.

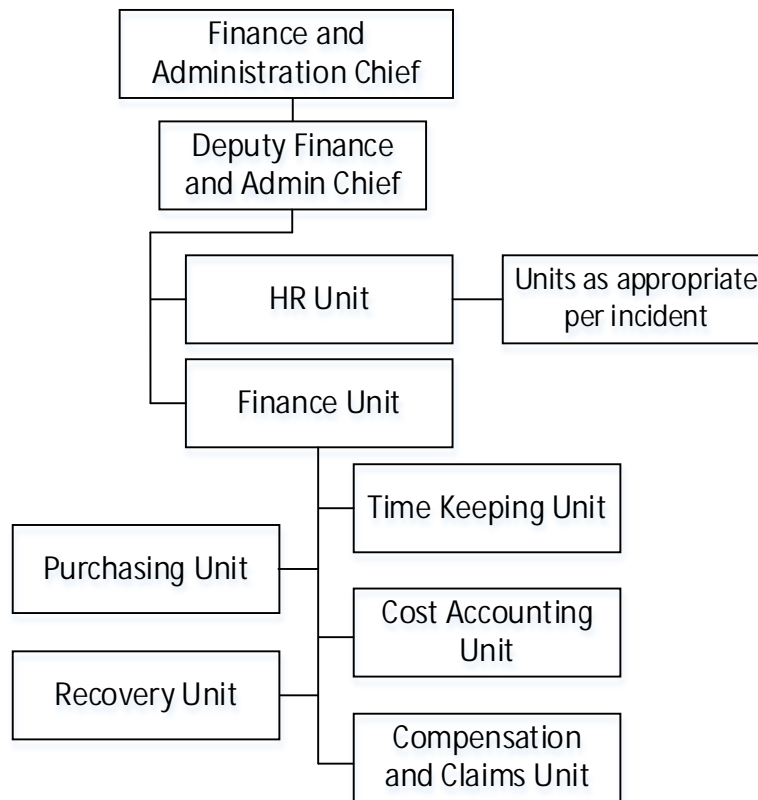


Figure 5-11 General Staff – Finance and Administration Section

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

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

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

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

The Finance and Administration Chief/Coordinator along with the Deputies has the following primary responsibilities:

Ensures that all financial records are maintained throughout the event or disaster

- Schedules Finance & Administration Section personnel
- Conducts Finance & Administration briefings as required or requested
- Oversees the Finance and Administration Section, which includes the following units.



Figure 5-12 General Staff – Finance Staff Wearing Green Vests

5.6.1 Human Resources

The Human Resources function may be performed as a standalone unit or by the Deputy F&A Chief. In that capacity the assigned individual:

- Represents HR and its emergency response team in the EOC and provides HR guidance.

- Is responsible for the management of all human resources and workforce needs for the incident/event, including:
 - Reducing essential functions and HR team response during PSPS Events
 - Communicating HR policies and program development
 - Labor relations issue mitigation and union communications
 - Impacting personnel lodging and support
 - Employee and family emergency messaging processes and communications
 - HR Emergency Response Team activities
 - Personnel accountability support
 - Coordinating with the Public Information Officer to develop workforce communications, as directed by the EOC Commander
 - Utilizing Send Word Now (SWN) for emergency communication to personnel
 - Operating the Emergency Message Center
 - Providing HR base camp support

5.6.2 Insurance Unit

The company maintains insurance policies for incidents over a certain dollar threshold. The Insurance Unit ensures that PG&E's insurance carriers are aware of the incident, and ultimately that our claims for reimbursement are filed in a timely manner

5.6.3 Payroll Unit

The Payroll Unit:

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

5.6.4 Treasury Operations Unit

The Treasury Operations Unit:

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

5.6.5 Accounts Payable Unit

The Accounts Payable Unit:

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

5.6.6 Cost Unit

The Cost Unit:

- Ensures that individuals, at the REC and OEC levels, who are responding to the incident:
 - Have the correct charging guidelines

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

5.6.7 Claims Unit

The Claims Unit:

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

6 Emergency Facilities and Coordination Centers

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

There are four (4) types of Emergency Facilities maintained by PG&E:

1. Emergency Centers
2. Control Centers
3. Support and Coordination Centers and
4. Emergency Field Facilities

6.1 Emergency Centers

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

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

6.1.1 District Storm Rooms (DSRs)

District Storm Rooms (DSRs) are tactical emergency centers housing personnel where company personnel direct emergency field restoration activities (i.e., Troublemakers, gas service representatives [GSRs], meter technicians, estimators, mappers, and field operation crews). DSR personnel may report to the Operation Section of an Operations Emergency Center (OEC), if one or more OECs is activated. DSRs are typically located in service centers.

6.1.2 Substation Transmission Operations Emergency Center (STOEC)

The Substation Transmission Operations Emergency Center (STOEC) is an emergency center where company personnel provide field outage information to Electric Transmission Emergency Center (ETEC) personnel responsible for prioritizing the restoration of transmission outages. Activities carried out within the STOEC include damage assessment, information dissemination, coordination of transmission line and substation manpower and equipment support, and other technical support as required in support of impacted operating departments.

6.1.3 Electric Transmission Emergency Center (ETEC)

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

activated, ETEC personnel will report to the Electric Transmission Operations Branch Director.

6.1.4 Operations Emergency Center (OEC)

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

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

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

6.1.5 Electric Regional Emergency Center (REC)

When activated, Regional Emergency Center (REC) personnel manage the overall response to an electrical incident. REC personnel will communicate operational status and submit request and logistical support requests to the Company EOC. Currently, there are three (3) RECs):

North Coast

Bay/Central

Sacramento

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

6.1.6 Gas Emergency Center (GEC)

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

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

6.1.7 Emergency Operations Center (EOC)

The Emergency Operations Center (EOC) is PG&E's primary Emergency Center. The EOC is a dedicated "hot site" equipped with all necessary equipment, supplies, information and data systems, backup power, and other resources needed to conduct prompt and effective emergency response activities. The EOC is a designated location where staff from multiple LOB come together to: 1) assess impacts on PG&E's and coordination incident command; and, 2) under lower level incidents provide support to other PG&E Emergency Centers.

PG&E has two primary EOCs and one alternate EOC. See [Section 5](#) of this plan for EOC staffing and organizational information.

6.2 Control Centers

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

6.2.1 Distribution Control Centers

Personnel operating out of PG&E's three DCCs – one in the North, one in Central, and one in the South – monitor and manage the real-time operation of the electric distribution grid, including both planned and emergency outages. If an outage occurs, the Distribution Operator (DO) personnel in the DCC directs field-level employees restoring service to:

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

6.2.2 Vacaville Grid Control Center (VGCC)

Personnel operating out of the Vacaville Grid Control Center (VGCC) manage real-time transmission operations. As the single company point of contact with the California Independent System Operator (CAISO),³⁴ the VGCC is staffed 24 hours per day, 365 days per year. VGCC personnel are in daily contact with the CAISO to monitor power flows, coordinate clearance requests, and establish system restoration priorities.

VGCC personnel deal with Level 1 and Level 2 emergencies involving electric transmission. The Rocklin Grid Control Center (RGCC) is the backup facility for the VGCC.

6.2.3 Gas Control Center (GCC)

Personnel operating out of PG&E's Gas Transmission and Distribution (collectively referred to as the Gas Control Center or G Management).³⁵

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

6.2.4 Enterprise Network Operations Center (ENOC)

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

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

6.2.5 Fairfield Security Control Center (FSCC)

Personnel operating out of the Fairfield Security Control Center (FSCC) monitor and manage the physical access

³⁴ The CAISO has overall operational control of our electric transmission facilities, as well as those of Southern California Edison, San Diego Gas & Electric, and others.

³⁵ For the text of 49 CFR § 192.631, see https://www.ecfr.gov/cgi-bin/text-idx?node=se49.3.192_1631. Link validated 06/10/2020.

to PG&E facilities.

The FSCC is staffed 24/7/365.

6.2.6 Security Intelligence Operations Center (SIOC)

Intelligence, penetration testing, threat monitoring and response, incident response, data loss prevention, data security, security engineering, e-discovery, and digital forensics for enterprise PG&E cyber-assets.

The SIOC provides security monitoring 24x7x365.

6.2.7 Wildfire Safety Operations Center ()

The Wildfire Safety Operations Center (WSOC) is PG&E's centralized operations center set up to detect, assess, mitigate, communicate and respond to wildfire threats. The WSOC is located at PG&E's headquarters in San Francisco, and is staffed 24 hours a day, seven days a week with a staffing level that will vary with changing conditions.

The WSOC organization consists of two (2) elements: 1) the physical center in San Francisco housing personnel who monitor the territory for wildfires and support staff for the rest of the Wildfire Safety Operations and the 2) Safety and Infrastructure Protection Teams (SIPTs) who mitigate the risk of fire at work sites. Should the San Francisco facility be inaccessible, a temporary backup site is configured and ready in San Ramon.

WSOC personnel:

- Monitor potential fire threats and ignitions across PG&E's service area
- Analyze real-time information to maintain situational awareness of potential fire threats and ignitions across PG&E's service area and effective reporting to key stakeholders, relevant lines of business, and leadership
- Coordinate as necessary with the PG&E Emergency Operations Center to deploy resources including crews to help protect critical utility infrastructure response to wildfires and in anticipation of a potential PSPS Event.
- Partner and coordinate with local government, first responders, media and safety officials on wildfire prevention and emergency response
- Work closely with field crews doing high-risk work to mitigate the risk of PG&E-caused ignitions

Safety and Infrastructure Protection Teams are a field resource that report to the WSOC leadership.

6.3 Support and Coordination Centers

In addition to the facilities above, the Company may activate line of business level Coordination Centers to assist and augment the EOC and PG&E's restoration, customer service, and communications efforts.

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

Table 6-1 Support and Coordination Centers

Initials	Coordination Center Function	Activation Authority
CCECC	Customer Contact Emergency Coordination Center Coordinates response to emergencies through the WFM Routing Team Compiles and reports facility, operational and customer status information	Manager, Customer Technology and Call Routing Customer Strategy Officer PIO
FCC	Facilities Coordination Center Communicates facility impacts to the EOC and/or the GEC Dispatches civil engineering, building and environmental support specialists to inspect damaged facilities Coordinates with the other centers to identify and address critical facility issues affecting emergency response Staffed by CRESS, Geosciences and Substation Engineering	Director of Corporate Real Estate EOC Logistics Section Facilities Unit Leader
HRCC	Human Resources Coordination Center Coordinates emergency communications, labor relations, HR advice and counsel, and impacted personnel Processes impacted personnel and provides disaster assistance Activates the Emergency Message Center (EMC) to connect employees and their families to exchange messages during significant incidents. Provides disaster support information and assistance to impacted personnel Maintains an HR common operating picture (COP), including situational awareness of the EMC and HR Base Camp and impacted personnel accountability Synchronizes impacted personnel efforts with PSEA (Pacific Service Employees Association) Manages accountability of the HR activated personnel (ICS 211 Form submission) Supports the HRCC Synchronization Cell (HR objectives tracking; HR team scheduling; HRCC phone and email monitoring; HR data output)	HRCC Unit Leader Deputy Finance and Administration Chief

Initials	Coordination Center Function	Activation Authority
ITCC	Information Technology Coordination Center Responsible for IT, Cybersecurity and telecommunications during emergencies Manages major technology interruptions ³⁶ Develops and implements the overall response through technology assessment and restoration Supports response to cybersecurity incidents through the guidance and strategy established by the Intelligence and Investigations Section Provides support services to Emergency and Coordination Centers and the EOC Manages deployment of telecommunications, technology and end user support at basecamps, Mobile Command Vehicles (MCV), Community Resource Centers and other field locations	EOC Operations Section IT Branch Director ITCC Group Supervisor (if EOC is not activated) EOC Commander GEC Director Senior Vice President and CIO
MTCC	Materials and Transportation Coordination Center Coordination of materials requirements, procurements, and transportation activities Staffed with representatives from Warehouse Operations, Materials Field Services, Logistical Planning and Traffic	Sr. Manager, Materials Distribution Operations EOC Logistics Section Logistics Section Chief (LSC)
RMC	Resource Management Centers Provides clerical and estimating resources support	

6.4 Emergency Field Facilities

Emergency Field Facilities are temporary facilities and/or sites established in the field, close to the incident. The proximity to the incident enables more efficient response. The most common types of field facilities are:

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

³⁶ Rancho Cordova Information Operations Center (RCIOC) and the Fairfield Annex Information Operations Center (FXIOC) are PG&E's data centers. Both sites host network, infrastructure and software applications supporting PG&E's mission-critical processes. Each data center hosts most of PG&E's mission- and business-critical applications, and they serve as the alternate site for Disaster Recovery purposes.

Requests for base camps, staging areas, and other facilities are routed through the EOC Commander, who then works with P&I and Operations Sections to confirm the need and to determine locations. Once need is confirmed and locations are determined, Logistics is assigned their responsibility to obtain, construct, and maintain the sites.

6.4.1 Base Camps

Base camps (Figure 6-1) are set up when there is a need to support crews in the field because a permanent facility is not accessible, non-operational, or not close enough to be of any advantage to the field responders.



Figure 6-1 November 2019 Kincadee Fire Rohnert Park Base Camp

Base camps may:

- Function as an Operations Emergency Center (OEC) or solely to support first responders
- Be co-located with the Incident Command Post
- Be staffed with an Incident Management Team (IMT)
- Have HR, the Employee Assistance Program, and the Academy on site for support when required
- Have PG&E Safety Specialist on site to oversee all safety related issues
- Scale to meet the incident needs
- Provide parking for vehicles and equipment
- Provide food and drink services
- Provide showers, laundry and sleeping accommodations
- Have IT infrastructure to provide access to Company systems, applications and IT managed office equipment
- Have materials and equipment storage areas
- Provide vehicle maintenance, refueling stations, shuttle services and rental equipment

- Provide tents or trailers to serve as temporary workspace
- Have on-site emergency medical technicians
- Have rest and recreation facilities
- Have a landing zone for helicopters

6.4.2 Staging Areas

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

Mobilization

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

Demobilization

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

6.4.3 Micro Sites

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

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

6.4.4 Materials Laydown Area

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

6.4.5 Incident Command Post (ICP)

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

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

6.4.6 Mobile Command Vehicles (MCV) & Emergency Communications Trailers (ECTs)

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

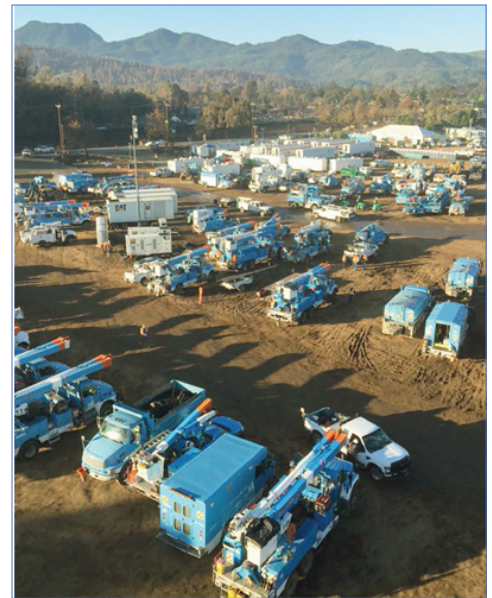


Figure 6-2 Incident Command Post

6.4.6.1 Mobile Command Vehicle

The types of MCVs available are:

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



Figure 6-3 Mobile Command Vehicle

6.4.6.2 Emergency Communications Trailer

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

See [Appendix F](#) for vehicle equipment specifications, e.g., size, fuel capacity, generator run time, and installed equipment, including radios, phones, work stations, printers.



Figure 6-4 Emergency Communications Trailer MCV

7 External Relationships

This chapter follows PG&E's emergency planning assumptions stated in Section 3.2. Generally, situations are best handled at the most local level. Thus, this chapter is arranged according to relationship proximity; for example, local community-based groups precede state and federal level organizations.

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

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

7.1 Collaboration with Other Utilities and Trade Associations

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

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

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

7.2 Collaboration with Other Utilities

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

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

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

7.3 Local Community-Based Organizations (CBOs), Nongovernmental Organizations (NGOs) and Voluntary Organizations (VOs)

NGOs and CBOs provide housing, food, health services, mental health services, debris removal, clothing, transportation, financial assistance and other assistance to those affected by a disaster.

Voluntary Organizations often serve as a critical link between the community and the government by helping to promote a quick and efficient disaster relief effort. Community-Based Voluntary organizations are well-grounded in the communities they serve. California Voluntary Organizations Active in Disaster (VOAD) serves as a forum where organizations share knowledge and resources throughout a disaster's life-cycle to help communities prepare for and recover from disasters. NorCal or SoCal VOAD may coordinate among non-profits, CBOs, government agencies and for-profit companies.³⁷

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

7.4 Local Government, Operational Areas

Local governments (cities and counties) respond to protect lives, property and the environment during an emergency. They deploy field-level emergency response personnel such as law enforcement, fire, and public works, and they activate emergency operations centers and issue orders to protect the public. Generally, the order of emergency service actions is: prepare, respond, recover and mitigate.

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

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

³⁷ Many but not all voluntary organizations are coordinated through a VOAD.

7.5 California State Government

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

State of California Resources

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

Figure 7-1 State of California Resources

7.5.1 California State Legislature

Responsible for passing the statutory framework implemented by the Administration and the California Public Utilities Commission (CPUC)

7.5.2 Office of the Governor

Is responsible for giving emergency management and energy policy direction to all state agencies.

7.5.2.1 California Office of Emergency Services (Cal OES)

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

7.5.3 California Energy Commission (CEC)

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

7.5.4 California Air Resources Board (CARB)

- Is the state agency charged with setting and monitoring Greenhouse Gas (GHG) and other emissions

- Responsible for adopting and enforcing regulations to meet Assembly Bill 32, the California Global Warming Solutions Act of 2006

7.5.5 California Public Utilities Commission (CPUC)

Regulates investor-owned electric and natural gas utilities operating in California³⁸. CPUC Decision 18-08-004 now requires utilities to implement Emergency Consumer Protections for electric and gas residential and non-residential (small business) customers upon a declaration of a state of emergency. These include (among others):

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

7.5.6 California Department of Public Health (CDPH)

- Provides emergency response assistance for nuclear power stations in California as outlined in the State of California "Nuclear Power Plant Emergency Response Plan"
- May direct businesses in responding to pandemics and other public health emergencies
- In the event of an emergency, the Diablo Canyon Power Plant (DCPP) or the Safety Officer in PG&E's EOC is responsible for contracting and interacting with the CDPH.

7.5.7 California Department of Forestry and Fire Protection (CAL FIRE)

- Provides fire protection and stewardship for over 31 million acres of public and privately-owned wildlands
- Provides various emergency services in 36 of California's 58 counties
- In the event of an emergency, the Operations Section often at the local command post is responsible for contacting CAL Fire

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

7.5.8 California Independent System Operator (CAISO)

- Largest of about 40 balancing authorities in the western interconnection
- Handles an estimated 35 percent of the electric load in the West
- Manages the flow of electricity for about 80% of California
- Monitors the transmission system at all times
- Operates two control centers:
 - Folsom Main headquarters houses one of the most modern control centers in the world

³⁸ Including PG&E, Southern California Edison (SCE), San Diego Gas and Electric Company (SDGE) and Southern California Gas Company (SoCal Gas)

- Lincoln, CA Backup is a fully functioning facility that is ready to assume control of the grid within minutes

7.6 United States Federal Government

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

7.6.1 United States Congress

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

7.6.2 Department of Homeland Security (DHS)

- Is designated as the primary federal agency to execute the National Response Framework (NRF) and integrate other interagency plans, such as the National Contingency Plan for Oil and Hazardous Materials (HAZMAT)
- Provides the National Infrastructure Protection Plan (NIPP) 2013 as a guide to manage the nation's effort to achieve national critical infrastructure security and resilience goals
- Is the parent agency of the Federal Emergency Management Agency (FEMA)
- Is supported by the United States Coast Guard (USCG), a military service and a branch of the armed forces of the United States positioned within the DHS, except when operating as a service in the Navy
- The United States Coast Guard may be requested to assist in emergency actions involving vessels and persons offshore, including following emergencies at DCP
- Depending on the nature of the emergency, other branches of the DHS that have responsibility for addressing cybersecurity and other terrorist activity may work directly with state, locals, and companies.

7.6.2.1 Federal Emergency Management Agency (FEMA)

- Is a branch of the DHS
- Has oversight of security for all gas-related incidents and requires timely notification following a gas-related incident
- Serves as the coordinator of federal resources
- Coordinates the assistance to affected state and local governments under the Stafford Act and the National Response Framework (NRF), which:
 - Is an all-hazard, multi-discipline plan that establishes a single, comprehensive framework for the management of domestic incidents

- Outlines the specific roles and responsibilities of various federal agencies and departments to support federal coordination of resources in response to natural or human-caused disasters
- Provides mechanisms for an expedited and proactive federal response to prevent, prepare for, respond to and recover from incidents
- Organizes the federal response into 15 Emergency Support Functions (ESFs), grouping capabilities and resources into functions of the primary and support agencies

7.6.3 Federal Energy Regulatory Commission (FERC)

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

7.6.4 North America Electric Reliability Corporation (NERC)

- Is the Electric Reliability Organization for North America
- Is subject to oversight by the Federal Energy Regulatory Commission (FERC) and governmental authorities in Canada
- Has an area of responsibility that spans the continental United States, Canada, and the northern portions of Baja California, Mexico
- Monitors and maintains situational awareness of the eight Regional Entities (RE) that comprise the North American Bulk Power System (BPS) to ensure reliability of the BPS
- Monitors to ensure the reliability of the BPS in North America through system awareness
- Develops and enforces Reliability Standards
- Annually assesses seasonal and long-term reliability
- Educates, trains, and certifies industry personnel

7.6.5 Department of Transportation (DOT)

- Regulates the safe and secure movement of hazardous materials and natural gas through its Pipeline and Hazardous Materials Safety Administration (PHMSA)

7.6.6 National Transportation Safety Board (NTSB)

- Is an independent federal agency charged by Congress to determine the probable cause of transportation accidents, including accidents on pipelines

7.6.7 Nuclear Regulatory Commission (NRC)

- Responds to incidents under its statutory authorities and responsibilities in accordance with the NRF and, if applicable, as an integral part of the overall response by the federal government

7.6.8 Department of Energy (DOE)

- Is the primary federal point of contact within the energy industry for information sharing and requests for assistance from private and public-sector owners and operators
- Has the capability to dispatch radiological assistance teams to aid in radiological monitoring and provide technical guidance to state and local agencies during an emergency at DCPD
- FEMA's NRF ESF #12-Energy describes the DOE's role to support energy asset owners and operators in maintaining and restoring energy systems and system components
- Led the update of the 2015 Energy Sector-Specific Plan (SSP) in close collaboration with its sector partners. The Plan reflects an integrated sector's efforts to improve the security and resiliency of its critical infrastructure while describing how the sector contributes toward the national security and resilience goals. It includes the discussion of the many evolving risks and threats in the Energy Sector, as well as an increased emphasis on the Energy- and cross-sector interdependency issues and the integration of cyber and physical security efforts.

7.6.9 Environmental Protection Agency (EPA)

- Provides trained health physics personnel, field sampling equipment and laboratory facilities for assessment and radiological monitoring during an emergency at DCPD

7.6.10 Western Electricity Coordinating Council (WECC)

- The Western Interconnection (a wide area synchronous grid and one of the two major alternating current (AC) power transmission grids in the continental U.S.³⁹) serves a population of over 80 million, and spans more than 1.8 million square miles in all or part of 14 states, the Canadian provinces of British Columbia and Alberta, and the northern portion of Baja California in Mexico
- The Interconnection is made up of approximately 136,000 circuit-miles of transmission lines that carry power long distances, from remote areas where generating resources are located to populated areas where load is located, primarily along the West Coast. Electricity generally flows south and west in a "doughnut" pattern, contrasting with a spider web configuration in the East.

³⁹ https://en.wikipedia.org/wiki/Western_Interconnection checked 6/10/2020.

8 Concept of Operations

8.1 Emergency Plan Activation

To ensure a well-coordinated and consistent emergency response, PG&E developed a five (5)-tier incident classification scheme (Table 8-1). The incident classification scheme ranges from a Level 1, which represents a smaller, localized incident, to a Level 5, which represents a larger, more companywide incident. The incident classification scheme puts into context an incident's complexity and the actions that may be required. Appendix B, "Levels of Emergency and Activation Criteria for PG&E," provides a summary of potential impact to PG&E's primary LOBs.

Table 8-1 Incident Classification Levels

Type	Level	Description
Routine	1	<ul style="list-style-type: none"> Incident involves a relatively small number of customers Local resources are sufficient Little to no media coverage
Elevated	2	<ul style="list-style-type: none"> A pending or local incident that requires more than routine operations Resources may need to move within the region Increased media interest
Serious	3	<ul style="list-style-type: none"> Incident involves large numbers of customers Resources may need to move between regions Potential increased, actual or imminent negative media interest
Severe	4	<ul style="list-style-type: none"> Incident includes extended multiple incidents and affects many customers Escalating company impact Resources, contractors and mutual aid may be shared between region May have heavy media interest and potential reputational risk
Catastrophic	5	<ul style="list-style-type: none"> Incident includes multiple emergencies, affects many customers, business operations Significant cost and infrastructure risk/damage Full mobilization of PG&E, contractor and mutual aid resources May have heavy media interest and actual reputational risk EOC and Executive Team are activated

8.1.1 Level 1 Incidents

Declaration of Level 1 incidents are identified and managed locally following existing procedures. The on-scene Initial Assessment Team, working through their chain of command, assesses the incident and determines if the necessary actions to address the issue can be handled by local resources in a reasonable amount of time. If additional incident management support and resources are needed, the local Incident Commander will notify the on-call EOC Commander about the nature of the incident.

8.1.2 Level 2 Incidents

Declaration of Level 2 incidents are identified and locally managed following existing procedures. The on-scene Initial Assessment Team, working through their chain of command, assesses the incident and determines if the necessary actions to address the issue can be handled by local resources. If it is determined that: 1) the necessary actions require a larger amount of time; 2) assigning additional staff to the incident may be necessary; or, 3) there

is a potential for an escalation of the incident, a Level 2 incident may be made. If additional incident management support and resources are needed, the local Incident Commander will notify the on-call EOC Commander about the nature of the incident.

8.1.3 Level 3 Incidents

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

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

8.1.4 Level 4 and Level 5 Incidents

Declaration of a Level 4 or Level 5 incident are usually identified by control centers or warning centers but there are instances where local staff may identify an incident (i.e. terrorism) that has the potential to escalate to a higher classification. In the instances where control centers and warning centers identify the issue, the on-call EOC Commander will determine the appropriate incident classification level. For incidents identified by the local PG&E staff, the incident level will be discussed in accordance with the process discussed under 8.1.3 (Level 3 Incident Determination).

8.2 Emergency Center Activation

Any PG&E employee can request activation of the EOC by contacting EP&R. EP&R evaluates the request and determines activation status. Use the [Emergency Activation Checklist](#) to request EOC activation. (If the link does not work, then access [EOC Resources](#) > Roles and Responsibilities > Command Staff > C. Forms and Tools.)

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

8.3 Emergency Response Sequence

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

1. Pre-incident Readiness
2. Make Safe and 9-1-1 Standby
3. Establish Command
4. Notify
5. Assess Damage
6. Restore

7. Demobilization⁴⁰

8.3.1 Pre-incident Readiness

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

- Conference calls
- Placing personnel on alert status
- Advising employees to pack overnight bags
- Reviewing emergency plans
- Identifying key personnel available for restoration activities
- Pre-staging personnel and/or equipment
- Evaluating supplies and equipment
- Canceling or postponing non-critical meetings
- Conducting or reviewing damage modeling projections

8.3.1.1 Weekly Situational Awareness Call

EP&R hosts a Weekly Situational Awareness Call (WSAC) to enhance situational awareness across the company when business is in its steady state. This enterprise-wide conference call held during non-emergency events allows all LOBs to provide status updates to each other. Topics discussed include, but are not limited to:

- Safety
- Large clearances in progress or anticipated
- Media inquiries
- Network upgrades that may compromise 24/7 Control Center operations
- Status of gas, electrical and generation systems

8.3.1.2 ▲ On-Call and On-Deck Teams

PG&E has established On-call Teams for most of the Emergency Centers (e.g., EOC, GEC, REC) and some other facilities. Each LOB maintains a cadre of trained employees able to fulfil required duties. The EOC has increased its On-call Teams from five (5) to eight (8) teams (Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, and Hotel), which became effective in 2020. The increase in EOC On-call Teams enables the company to more effectively cover the 24-hour EOC operational cycles.

On-call and on-deck team may be activated at the discretion of the Incident Commander. Each team is prepared to serve in the EOC for a two-week period. During activation (Response Phase), each team can typically work up to fifteen (15) days in a row, depending on the EOC needs. On-call and on-deck teams are staffed from across the PG&E enterprise. Teams are expected to report to the EOC within the timeframe determined by the EOC Commander and when activated. Each team consists of staff assignments under:

⁴⁰ For further details on the demobilization of labor and material resources, refer to section 9.3.

- Command Staff
- General Staff
 - Operations Section
 - Intelligence and Investigations Section
 - Logistics Section
 - Planning Section
 - Finance and Administration Section

The Director of EP&R maintains an EOC Teams Roster with appropriate contact information for key emergency response personnel and is responsible for issuing the call to activate the EOC.

The [2020 EOC On-Call Staffing Rotation Calendar](#) can be found on the EOCResource SharePoint site.

Teams for the other Emergency Centers and Facilities (Control Centers, Support and Coordination Centers) can be found in the respective LOB Functional Annexes.

8.3.2 Make Safe and 9-1-1 Standby

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

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

8.3.3 Establish Command

Incident Commanders (IC) have the authority to make decisions and commit resources consistent with the scale of the emergency and PG&E’s delegation of authority. As part of the EOC On-call Teams program, EP&R maintains a list of pre-designated qualified Incident Commanders.

Consistent with company delegations of authority, the Director and/or Senior Director of EP&R may activate the EOC. Predesignated ICs from different lines of business have been assigned to on-call teams and may serve in any type of emergency at the discretion of the Director and/or Senior Director of EP&R.

8.3.4 Notify

8.3.4.1 Internal Call-Out Procedures

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

8.3.4.2 LOB Notification

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

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

8.3.4.3 Automated Roster Callout System

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

- Which crews are where
- Who is available to work
- Personnel cost tracking



Figure 8-1 ARCOS – Automated Roster Callout System

8.3.4.4 EOC Notification (Send Word Now™)

When possible and for most events, notification to the EOC on-call teams is initiated by the Director of EP&R. Send Word Now (SWN) is the method used to contact on-call teams and request their status, direct them to report or connect them instantly to a conference call.

When a decision is made to open the EOC, on-call staff will receive a notification by email, text, and/or voice. The message will provide important reporting details such as:

- Type of emergency incident
- Where to report
- When to report

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

8.3.4.5 Diablo Canyon Notification

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

8.3.4.6 External Notification

Within one hour of the identification of a major outage or other newsworthy event, the EOC Manager or their designated staff such as the EOC Coordinator shall notify the California Public Utilities Commission and the State Warning Center at the Office of Emergency Services of the location, possible cause, and the expected duration of the outage.

Once the EOC is activated, the liaison (LNO) in the EOC, with input from the public information officer (PIO), is responsible for ensuring all required regulatory and informational notifications are made. The LNO is responsible for documenting and providing records of these notifications to the Documentation Unit in the EOC or other appropriate-level emergency center.

The LNO will direct the Public Affairs/Government Relations teams to notify, as appropriate:

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

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

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

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

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

For a summary of external notifications for emergency center activations and outages, refer to Table 8-2. For additional details on external agency communication / coordination and outage notifications / reporting, refer to [Chapter 10, "Coordination and Communication"](#).

Table 8-2 External Agency/Stakeholders Notifications

For additional details see notes on next page

External Agency / Stakeholder	Reporting Criteria	Required Time Frame	Responsible Department
CPUC Energy Division of Emergencies	EOC Activation or major electric outage	1 hour	EOC Admin EP&R
Cal OES Warning Operations Center	EOC Activation or major electric outage	1 hour	EOC Admin EP&R
CAISO, WECC, NERC	Disruptive event that has the potential to or impacts the BES	Day of event	Vacaville Grid Control Center
DOE	Event that has potential to or impacts the BES	1 or 6 hours, based on event	Vacaville Grid Control Center
DOT	Reportable Gas Incidents	1 hour	District/Division IC compiles info, Gas CPUC/DOT On-Call Representative files reports
CPUC	Reportable Gas Incidents	2 working hours, 4 non-working hours	District/Division IC compiles info, Gas CPUC/DOT On-Call Representative files reports

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External Agency / Stakeholder	Reporting Criteria	Required Time Frame	Responsible Department
San Luis Obispo County Sheriff's Office Watch Commander CA State Warning Center	Declaration of Unusual Event Alert Site Area Emergency General Emergency	15 minutes of declared emergency	Diablo Canyon Power Plant
NRC Operations Officer	Declaration of Unusual Event Alert Site Area Emergency General Emergency	1 hour or ASAP if due to Hostile Action	Diablo Canyon Power Plant
Local OES City/County Officials CA Governor & Legislature US Congress	Courtesy notification to government officials that represent the affected area	As appropriate	Liaison Local, State or Federal Government Relations
Cal OES	Cal OES Warning Center criteria are listed above. No specific threshold for other notifications	As appropriate	EOC Admin EP&R
California Utilities Operation Center	No specific threshold	As appropriate	EP&R
California Energy Commission	No specific threshold	1 hour	Liaison State Agency Relations
Federal Bureau of Investigations	Major law enforcement matter	As needed	Corporate Security Cybersecurity
Securities and Exchange Commission	No specific threshold	As appropriate	Legal Officer
Media Outlets, Social Media, PGE.com	No specific threshold	As appropriate	Marketing and Communications PIO
Customers	Outages	As CSO determines	Customer Strategy Officer

Table Notes:

CPUC = California Public Utilities Commission
 Cal OES = California Office of Emergency Services
 CAISO = California Independent System Operator
 VGCC = Vacaville Grid Control Center
 WECC = Western Electricity Coordinating Council
 NERC = North American Reliability Corporation

DOT = (US) Department of Transportation
 CUEA = California Utilities Emergency Association
 CEC = California Energy Commission
 FBI = (US) Federal Bureau of Investigation
 SEC = (US) Securities and Exchange Commission

- Customer notifications – Automated electric outage notification is made to residential customers. Commercial customers opt in at PGE.com for information on current electrical outages. Additional communications are made, as determined by CSO
- External agency notifications – Refer to procedures or regulations noted under reporting criteria and the functional and hazard-specific annexes to the CERP, e.g., refer to PG&E's Cybersecurity Annex for notifications to E-ISAC, Cyber Emergency Response Team (US-CERT), insurance carriers / brokers, CA Attorney General, U.S. Department of Health and Human Services, etc.
- CPUC and Cal OES – G.O. 166, Standard 6, specifies an initial notification following a major outage or other newsworthy event. PG&E generally treats newsworthy events as incidents which fall into the category of Level 3 or greater emergency. Refer to [Section 10.5, "Outage Notifications and Reporting,"](#) for the CPUC's definition of a major outage
- CAISO, WECC and NERC – Use Form OE-417 (Electric Emergency Incident and Disturbance Report) and the Event Reporting Form attachment in NERC Reliability Standard EOP-004-2
- Reportable gas incidents – Refer to Utility Procedure TD-4413P-01
- Nuclear incidents – Refer to the DCCP Emergency Plan Nuclear Annex

8.3.5 Assess Damage

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

There are two key steps to the Damage Assessment process:

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

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

The Initial Damage Evaluation (IDE) program provides immediate response guidance for earthquakes. The Gas Pipeline Earthquake Plan and Response Procedure – Risk Management Instruction (RMI-04)⁴¹ provides key damage assessment response protocols based on IDE procedures for Gas.

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

8.3.6 Restoration

Both Gas and Electric organizations have detailed processes, tools and technology to develop restoration plans. During any activation, it is the responsibility of field crews to assess the expected time of restoration based on the

⁴¹ As of 5/07/18 the link is being worked on, Gas Emergency to update. Consult with GERP for further questions.

current situation and with current resources. For more details on Gas and Electric restoration tools, refer to the [Gas Emergency Response Plan \(GERP\)](#) and [Electric Annex](#).⁴²

Any unmet resource needs should be communicated up to the appropriate emergency center. Unmet needs and long restoration times may indicate a need to bring in resources from another part of the service territory or seek mutual assistance from another utility. Mutual assistance during a single or dual-commodity incident is handled through the EOC.

⁴² GERP and Electric Annex Links accessed 07/18/2019:

GERP, EMER-3003M, <http://pgeweb.utility.pge.com/guidance/pages/EmergencyResponse.aspx> and
Electric Annex, EMER-3002M, <http://pgeweb.utility.pge.com/guidance/pages/EmergencyResponse.aspx>.

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9 Resource Management, Mutual Assistance and Demobilization

9.1 Resource Management

In any work situation, but especially in an emergency event, work must be prioritized. These priorities, noted as the operational period objectives in the Incident Action Plan (IAP), are operationally driven and are primarily focused on restoring as many customers and responding to the emergency as safely, efficiently and quickly as possible. However, to complete the work, resources must be managed. This includes organizing, assigning, and tracking resources (personnel, equipment, materials). In support of this, PG&E has adopted the Resource Planning Process discussed in section 9.1.1.2 below.

9.1.1 Resource Planning

9.1.1.1 Resource Planning Coordination

Resource Planning is coordinated among the positions listed in Table 9-1.

Table 9-1 Resource Planning Coordination

Position	Responsibilities
Commander	<ul style="list-style-type: none"> Reviews resource plans with Planning Section Chief, Operations Section Chief, and Advance Planning to drive ETOR requirements Approves resource plan
Planning Section Chief	<ul style="list-style-type: none"> Serves as a liaison between the Planning functions and the IC Develop and manage the Planning & Intelligence Section to support information needs for response decision-making, situational awareness, and progress reporting. Responsible for the collection, evaluation, and display of incident information.
Advanced Planning	<ul style="list-style-type: none"> Develops staffing and restoration plans for the next operational period based on damage models, predictive forecasts, real-time outage and leak information, and restoration strategies Incorporates feedback from the Resource Management Unit to develop ETORs based on current staffing, outages and projected system damage
Resource Management	<ul style="list-style-type: none"> Builds current base resource plan and anticipates staffing requirements based on the work plan provided by Advance Planning Works closely with Advance Planning and Resource Tracking to build staffing plans and signal the need for additional resources
Resource Tracking	<ul style="list-style-type: none"> Oversees crew transfers between regions and divisions and tracks resources Works closely with the Resource Management Unit Leader to coordinate inter-region and division transfers to ensure that the required crews reach their destinations

Position	Responsibilities
Mutual Assistance	<ul style="list-style-type: none"> Coordinates with external stakeholders and utilities to provide additional time critical support during large-scale emergency events This is a means of obtaining additional electric or gas crews, vegetation management, unmanned aerial vehicles, and other specialized skills and resources. Mutual assistance utilities may release contract crews in response to a PG&E request for crews. Contract crews would then work with EOC Contractor Management to assist PG&E. Serves as an interface between Logistics and the Resource Management Unit to close any staffing gaps
Contractor Management	<ul style="list-style-type: none"> Coordinates with the Resource Management Unit to acquire contractors to meet resource demands. This position is similar to Mutual Assistance; however, this role does not work with the utilities.

9.1.1.2 Resource Planning Process

Figure 9-1 below defines the requirements for each step of the resource allocation process, which both Gas and Electric follow. Within the Gas Emergency Center (GEC), the Resource Unit and Demobilization Unit duties are combined under the Resource Unit.

The process is:

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

To determine resource needs, the Resource Management Unit initially uses damage models to help align resource staffing levels with the amount of work that needs to be completed in an area. Predictive damage models are used as a starting point for restoration until more accurate assessment information from the field and outage and leak management tools can be obtained. More information about damage modeling is in Section 3.4.

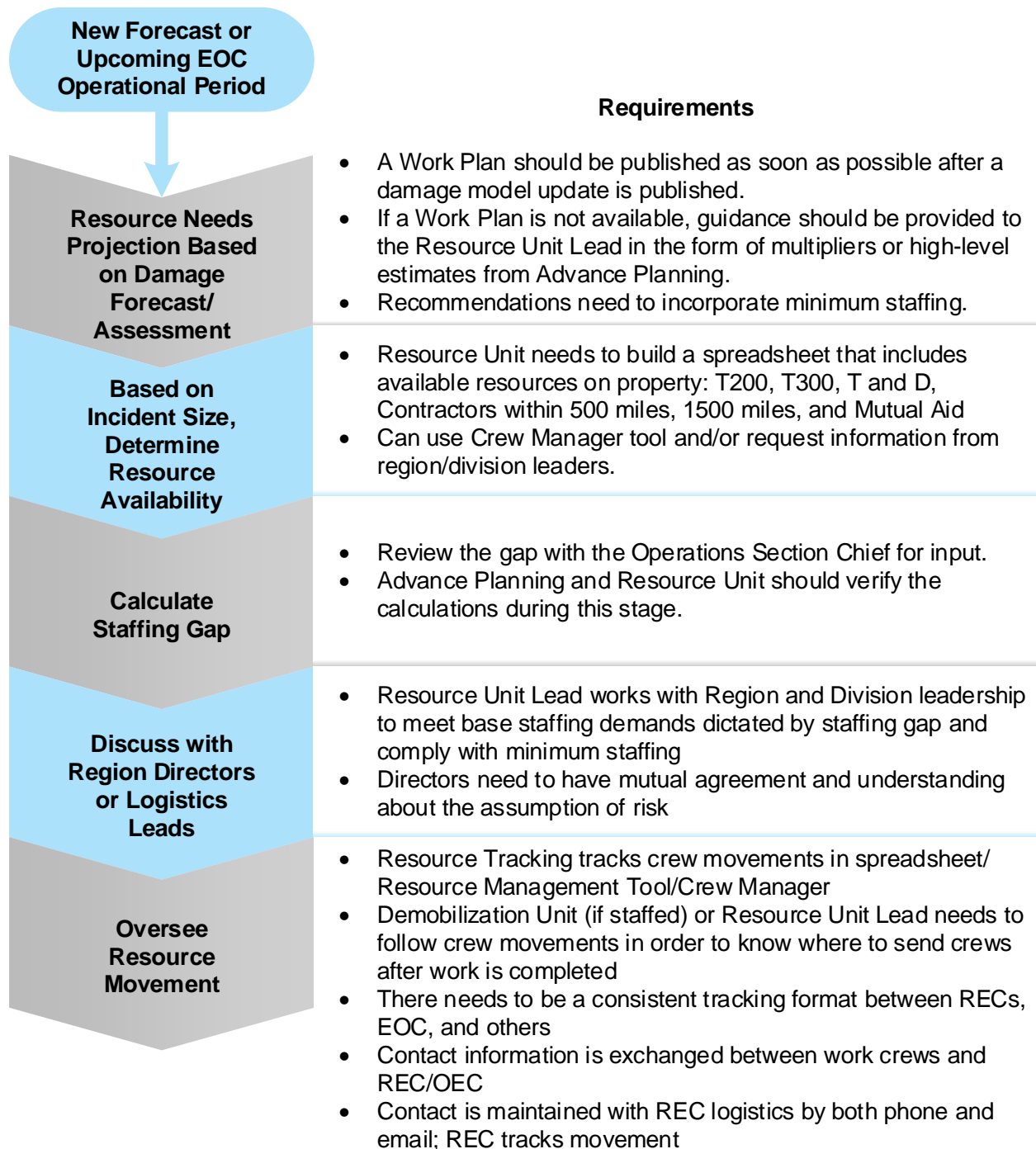


Figure 9-1 Resource Allocation Process Map

9.1.1.3 Resource Check-In and Check-Out Process

PG&E tracks personnel working in emergency facilities ranging from the Emergency Operations Center (EOC) to Base Camps in the field. Keeping accurate records of all checked-in and checked-out staff and workers is essential for managing personnel safety, accountability, and fiscal control. It is also a crucial component of managing

resources during major emergencies. The personnel that are typically tracked include PG&E employees, non-employees, mutual assistance crews, external agency representatives, and contractors.

9.1.1.4 Resource Allocation

Decisions regarding allocation and deployment of resources are based on priorities that govern assessment or restoration work. Additional criteria to be considered include:

- Location of resources
- Time required to mobilize
- Crew size, expertise, and equipment
- Financial impact

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

9.1.1.5 Moving Resources

During emergencies, resources are ordered and managed by different roles, listed in Table 9-2.

Table 9-2 Resource Management

Emergency Center	Ordering Authority	Managing Authority
No Emergency Center Activated	<i>Electric:</i> <ul style="list-style-type: none"> • Local Supervisor or above <i>Gas:</i> <ul style="list-style-type: none"> • Region General Construction Superintendent 	<i>Electric:</i> <ul style="list-style-type: none"> • Local Supervisor or above <i>Gas:</i> <ul style="list-style-type: none"> • Region General Construction Superintendent or GEC On-Call
OEC, Electric REC, GEC, ETEC, STOECC	<i>Electric:</i> <ul style="list-style-type: none"> • Local Supervisor or above <i>Gas:</i> <ul style="list-style-type: none"> • Region General Construction Superintendent 	<ul style="list-style-type: none"> • Region Senior Director(s)/Director(s) • EOC may activate Resource Unit Lead to manage crew moves during larger events
EOC	<ul style="list-style-type: none"> • EOC Resource Management Unit Leader (personnel) • EOC Logistics Section Chief (non-personnel request) 	EOC Resource Unit to direct crews

*At times, the EOC activates the EOC Resource Unit to direct crews. Additional information on the resource movement authorization, request, and tracking processes is available in the respective LOB functional annexes.

9.1.2 Vehicle and Equipment Rentals

Logistics handles requests for vehicle and equipment rentals.

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

The Ground Support Unit Leader, the Base Camp Ground Support Unit Leader, or the Staging Area Ground Support Unit Leader, when activated, will work directly with the rental team to fulfill all vehicle and equipment rental requests. Operations Emergency Center, Electric REC and Gas Emergency Center Logistics will coordinate rental requests directly with the Rental Central team, unless they require additional support from the next-highest emergency center in their hierarchy.

Rental Central at 530-757-5959 is staffed
24 hours a day, 7 days a week, 365 days a year.

9.1.3 Materials

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

The MTCC:

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

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

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

9.1.4 PG&E Contract Crew Support

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

During an emergency event, the Planning Contractor Resources Unit is responsible for determining the number of crews needed, managing the contracts, and issuing emergency purchase orders.

The Sourcing Department executes and manages contractual agreements with contractors supplying crews, equipment and/or expertise to assist in electric and/or gas service restoration work during an emergency.

Once a need arises for contract crews, the Contractor Management lead in the Planning Section makes an initial call to determine current contractor availability on property.

If more contract crews are needed, the Contract Logistics Manager contacts the contractors for additional resources.

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

9.2 Mutual Assistance

The utility industry has a strong track record of maintaining high levels of reliability. At times, however, hurricanes, earthquakes, storms and other natural disasters cause significant damage to the energy grid or gas pipelines and can create widespread power outages. During these incidents, utilities must respond safely, swiftly and efficiently to restore service to affected customers.

Restoring power after a major storm is a complex task and a speedy restoration requires significant logistical expertise, along with skilled line workers and specialized equipment. Electric or gas power utilities affected by significant outages will turn to the industry's mutual assistance network—a voluntary partnership of electric and gas companies from across the country—to help speed restoration.

Mutual assistance is an essential part of the electric and gas power industry's service restoration process and contingency planning. The mutual assistance network is a cornerstone of electric utility operations during emergencies.⁴³

Different types of mutual assistance include, but are not limited to, utilizing local (utility to utility), in-state (CUEA), regional (WRMAA), national (EEI and AGA), and specific hazard (EEI's Cyber Mutual Assistance Program) which are established through:

- Mutual Assistance Agreements (MAAs)
- EEI's Resource Allocation Management Program (RAMP-UP)

For more information about PG&E's provision and request for mutual assistance, you may refer to the Mutual Assistance Flipbook and process maps, which are available in the Mutual Assistance Program folder on the [Resources Share site](#)⁴⁴. Mutual Assistance is the responsibility of the EP&R S&E Director or his/her designee.

[Resources Share](#)

9.2.1 Mutual Assistance Agreements

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

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

PG&E has mutual assistance agreements with:

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

⁴³ Edison Electric Institute Mutual Assistance

<http://www.eei.org/issuesandpolicy/electricreliability/mutualassistance/Pages/default.aspx>, verified 04/14/2020.

⁴⁴ The Mutual Assistance Flipbook is located on the EOC Resources SharePoint:

<https://sps.utility.pge.com/sites/EOCResources/ICS%20Checklists/Forms/AllItems.aspx?RootFolder=%2Fsites%2FEOCResources%2FICS%20Checklists%2FLogistics%20Resources%2FC%2E%20Forms%20and%20Tools%2FMutual%20Assistance%20Program&FolderCTID=0x0120000D03A98E76DA3940A766F2390A6BB733&View=%7B2852E703%2D682C%2D46CD%2DBC58%2D0826275C8274%7D>

- Western Area Power Administration Agreement (WAPAA)
- Western Energy Institute (WEI)⁴⁵
- Western Region Mutual Assistance Agreement (WRMAA)

9.3 Demobilization

Demobilization includes overseeing and validating the safe and efficient return of resources to their original location and status when they are no longer needed to support the response.

Planning for demobilization (Figure 9-2) starts soon after the resource mobilization process begins to facilitate accountability of resources. For example, near the start of the incident, the Demobilization Unit Leader works closely with the Resource Unit Leader to track resources, identify excess resources and create a demobilization plan.

As service is restored, fewer resources are required and the demobilization process begins.

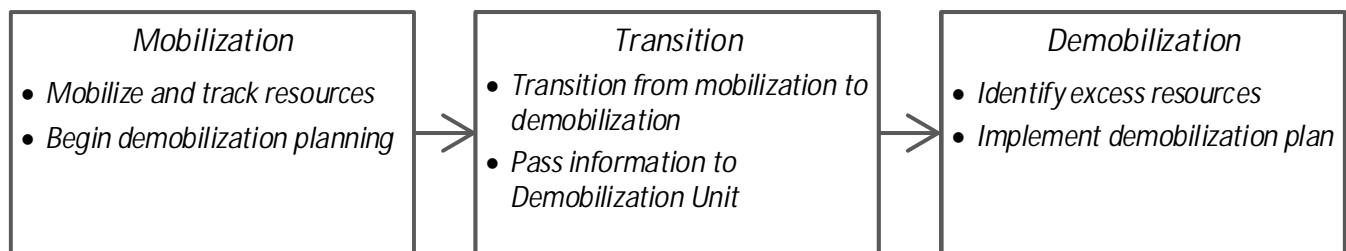


Figure 9-2 Progression from Mobilization to Demobilization

As soon as resources are mobilized, the planning for demobilization begins. Throughout the resource acquisition, management and demobilization continuum, communication is essential.

As noted earlier and throughout this plan, maintaining safety is a part of every employee and contractor's responsibility. To ensure personnel safety and to prevent resources from being released in one area when they are needed in another, it is essential that the chain of command, proper communications and the demobilization process are followed.

⁴⁵ WEI agreement is expressed through WRMAA.

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10 Coordination and Communication

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

This annex (internally referred to as “the Book of All Knowledge” or BOAK) contains detailed planning, process and business continuity information and pre-approved content for staff to update as appropriate during or following an emergency or catastrophic event. The plan ensures that all employees with emergency communication positions have a thorough understanding of their roles, responsibilities and processes and that the company is speaking with “One Voice” to internal and external audiences.

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

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

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

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

Internal reporting requirements include:

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

External reporting requirements may include the:

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

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

10.1 Internal Communication

Internal coordination during emergencies is largely managed using the Incident Command System (ICS). The ICS requires a structured “Planning Process,” which includes regularly scheduled meetings that follow an operational planning cycle and are repeated in each operational period. Referred to as the Planning “P,” this process is discussed further in [Appendix C \(C.2\)](#).

10.1.1 Communication Process and the Incident Action Plan (IAP)

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

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

Sharing of information on the company's response to the emergency with non-emergency personnel is managed exclusively by the PIO.

10.1.2 Pre-Incident Reporting

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

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

10.1.3 Incident Reporting Schedule

The schedule for providing current information is established soon after the activation of each EMO level and is included in the EOC Action Plan. The Daily Schedule ICS 230 form can be found on the [EOC Resources SharePoint site](#). Reporting schedules to the EOC will be designed to allow sufficient time for compiling, analyzing and summarizing information before reporting to the next level. The EOC Planning Section Chief prepares and communicates the reporting schedule.

10.1.4 Intelligence Summary and Situation Reports

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

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

10.2 Executive Communications

The Senior Director of EP&R may initiate Executive Briefing calls to consult with or inform the company leadership of situations that may be:

- A threat to the company
- A cause of significant financial and business impacts
- A national branding issue
- A form of domestic terrorism
- A major cybersecurity hazard
- A national response event (NRE)

At the start of a significant incident, the Senior Director of EP&R convenes the Executive Briefing conference call to hear a report on conditions and receive an initial incident briefing, including the following data points:

- Type of emergency
- Severity and location of the emergency
- Emergency centers being activated
- Incident Commander
- Any known system operational status

Additionally, this initial conference call serves as the “call to action” during a no-notice incident, such as a catastrophic earthquake or cybersecurity incident, and the EP&R staff initiates catastrophic emergency response protocols, including activation of the EOC and deploying electronic messaging to EOC staff and other emergency response personnel.

Additional calls to the executives are scheduled at the discretion of the Senior Director of EP&R. These calls should not be confused with ICS Planning “P” calls. For sustained operations, meeting frequency is agreed on and the next meeting is scheduled. Generally, meetings are held more frequently at the beginning of an incident and may occur more than once during an operational period.

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

- Risk level and concerns
- Incident status (e.g., information about weather, wildfire, cybersecurity)
- Emergency centers activated
- Numbers of customers impacted, outages, and customers restored
- Public or employee safety incidents
- Impacted personnel status
- Communications
- Resources
- Additional statistics (e.g., CAIDI, SAIDI, CESO, wires down, 911 standby requests, outage trend)

10.3 External Communication

10.3.1 Coordination at the California State Level

All activities at the state level are in coordination with PG&E’s State Operations Center (SOC) Liaison. The PG&E SOC Liaison is assigned to the Utilities Operation Center (UOC) at the SOC, which is run by the CUEA. The SOC Liaison aligns PG&E’s emergency response and recovery efforts with government and other utility companies.

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

The All-Hazards Planning and Response the Manager of Partnerships and Outreach:

- Confirm the type and level of incident(s) involved
- Communicate to the state Office of Emergency Services and its regional offices
- Report to the UOC as an agency representative or to work in the UOC
- If needed, report to the Regional Emergency Operations Center (REOC)

- Establish communications with the liaison (LNO) in the PG&E EOC
- Establish a communications plan with the activated Gas and/or Electric public safety specialist (PSS) teams
- Communicate with the public safety-first responders in the impacted area
- Establish communications with the Northern California Regional Intelligence Center (NCRIC)
- Become part of the Liaison Government Relations Team
- Ensure good communication flow from and to the public-sector emergency preparedness and response agency representatives activated at the FEMA/Cal OES/county/city EOCs

The manager of Partnerships and Outreach and the Liaison Government Relations team establish a liaison tactics conference call that is in cadence with the PG&E EOC planning process.

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

10.3.2 Coordination with CAISO

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

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

10.3.3 Coordination at the Local Level

In the event of an emergency, PG&E's Government Relations team is responsible for contacting city/county OES and officials depending on the level of the emergency. Those contacts may include the city/county executive officer, elected officials and department heads. Depending on the level of the emergency and involvement of company facilities, Local Government Relations may also work out of the County / Operational Area EOC. All Local Government Relations personnel coordinate their work through the LNO in PG&E's EOC, Electric REC and/or OEC.

In a catastrophic incident when there is not enough Liaison staff to meet the requests of counties, the Manager of Public Partnerships and Outreach coordinates with the Public Safety Managers to deploy Public Safety Specialists (when the presence of a Public Safety Specialist(s) is not required to support field-based activities) to Operational Area OES offices and/or specific incident command posts.

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

For an updated list of government contacts, refer to the Emergency Communications Annex or Electric Annex in the [Guidance Document Library](#).⁴⁶

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

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

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

10.4 Communicating with the Public and the Media

10.4.1 The Role of the Public Information Office

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

The Public Information Officer (PIO) manages dissemination of critical information to employees and customers through the news media, social media, contact centers and online at the [pge.com](#) website. The PIO ensures that the company delivers timely, accurate and consistent information across internal and external stakeholders.

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

10.4.2 The Role of the Customer Strategy Officer

The Customer Strategy Officer (CSO) works closely with the Public Information Officer (PIO) and the Liaison Officer (LNO) to communicate to our customers. The CSO addresses customer issues and serves as an advocate for our customers by communicating high-priority outage concerns to our operations team.

10.4.3 Contact Service Centers and PG&E Website

In an emergency, the primary points of contact for customers are the Contact Service Centers or the [pge.com website](#). There are three (3) Contact Service Centers (Residential, Business, and Agriculture). They are open during the following times:

- Residential Customer Service Center, Business Customer Service Center, and Agricultural Service Center:

⁴⁶ <http://pgeweb/guidance/pages/EmergencyResponse.aspx>.

- Monday-Friday, 7 a.m. – 9 p.m.
 - Additionally, the Residential Customer Service Center is open:
 - Saturday, 8 a.m. – 6 p.m.
- Sunday and after hours: 24-hour availability for emergencies and automated customer service

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

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

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

10.4.4 Communicating with the Media

PG&E's Marketing and Communications department fosters information exchange between customers, employees and the media. Marketing and Communications employees collaborate with key decision-makers within PG&E to formulate comprehensive and clear responses to issues the company is managing, to build brand awareness and to establish the company narrative for a given emergency event.

During an emergency, this department ensures that the messages our customers and other external stakeholders read, hear, and see are timely, true, accurate and consistent with PG&E's vision and values.

Marketing and Communications is staffed 24/7 to provide customers with timely and accurate information across all news, online and social media channels. PG&E maintains a 24-hour media line at (415) 973-5930. This line is available for media inquiries and for employees to report situations that may require communications support for customers and media.

The DCPPE Emergency Plan describes coordination with media through the DCPPE Joint Information Center (JIC). The principal function of the DCPPE JIC is to provide information to the public through the media for issues pertaining to plant operations. The DCPPE JIC is co-located with San Luis Obispo County's PIO. The DCPPE JIC may also be staffed by spokespersons from other local, state and federal emergency response agencies, including law enforcement, fire and school officials. The DCPPE JIC staff coordinates communications and messaging with the Public Information Office in PG&E's EOC.

10.4.5 Communicating with the Financial Investment Community

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

10.5 Outage Notifications and Reporting

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

In general, for Electric, the CPUC G.O. 166 states that a major outage occurs when 10 percent of PG&E's serviceable customers experience a simultaneous, non-momentary interruption of service. A measured incident is

defined as a major outage resulting from non-earthquake, weather-related causes and affecting between 10 percent (simultaneous) and 40 percent (cumulative) of PG&E's customer base. See the Electric Annex to this plan for more information regarding G.O. 166 and for details on when a measured incident begins and ends.

For Gas, any incident level can be reportable. CPUC and DOT reportable criteria are contained in [Utility Procedure TD-4413P-01, Procedure for Reportable Gas Incidents](#).⁴⁷ The Gas Control Center makes the determination and arranges the reporting. See the Gas Emergency Response Plan for more information regarding this procedure.

⁴⁷ Link validated 04/15/2020.

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11 Appendices

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Figure 11-2 Electric Distribution Regions and Divisions

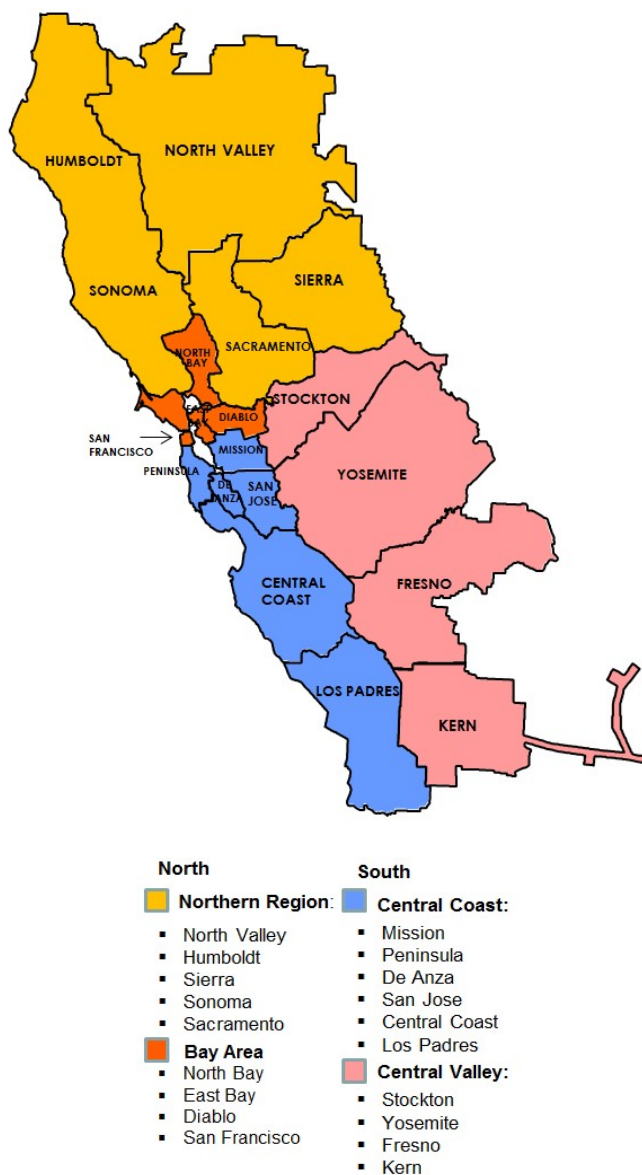


Figure 11-3 Gas Transmission and Distribution Operations and Construction

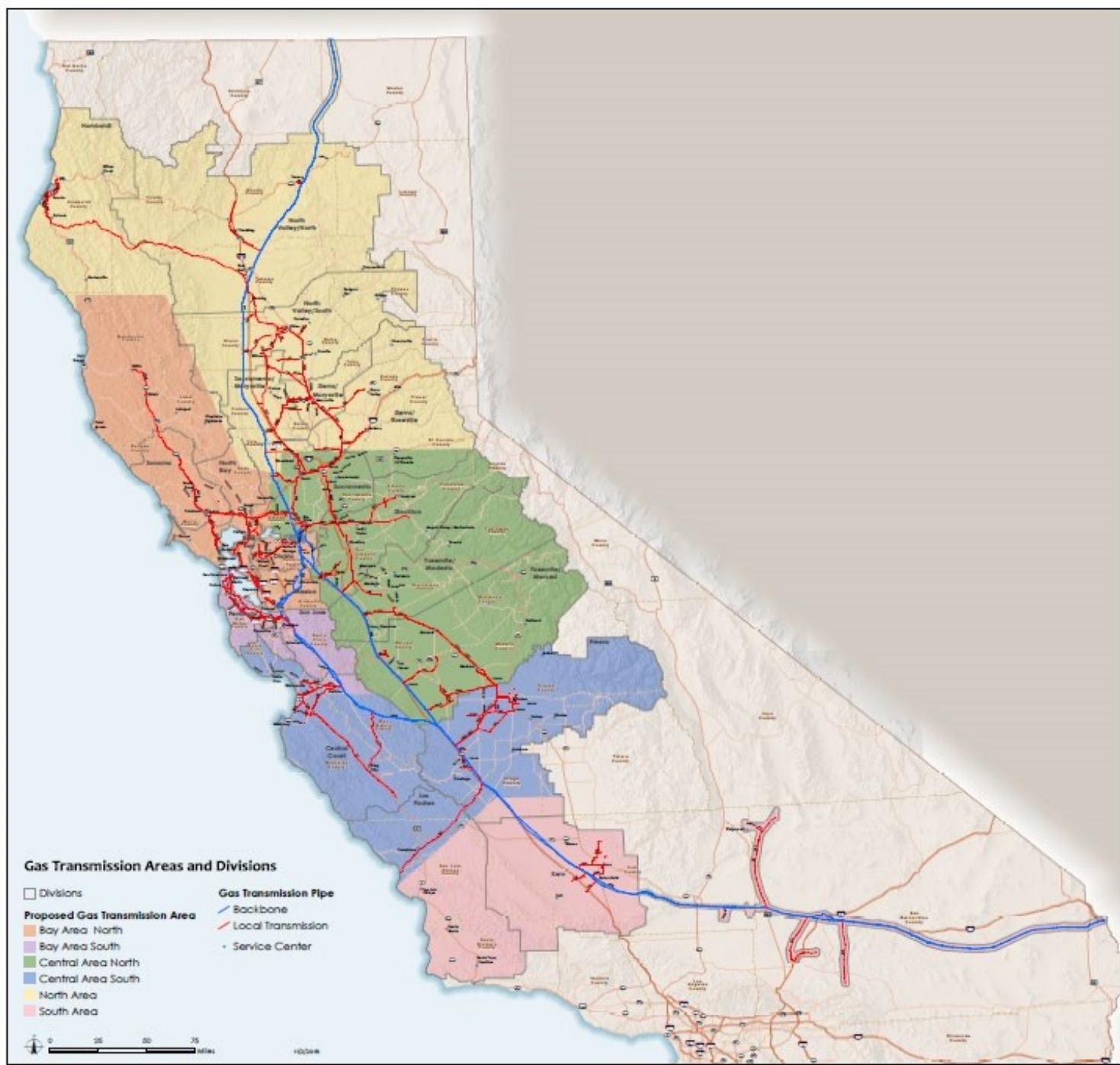


Figure 11-4 Gas Transmission System



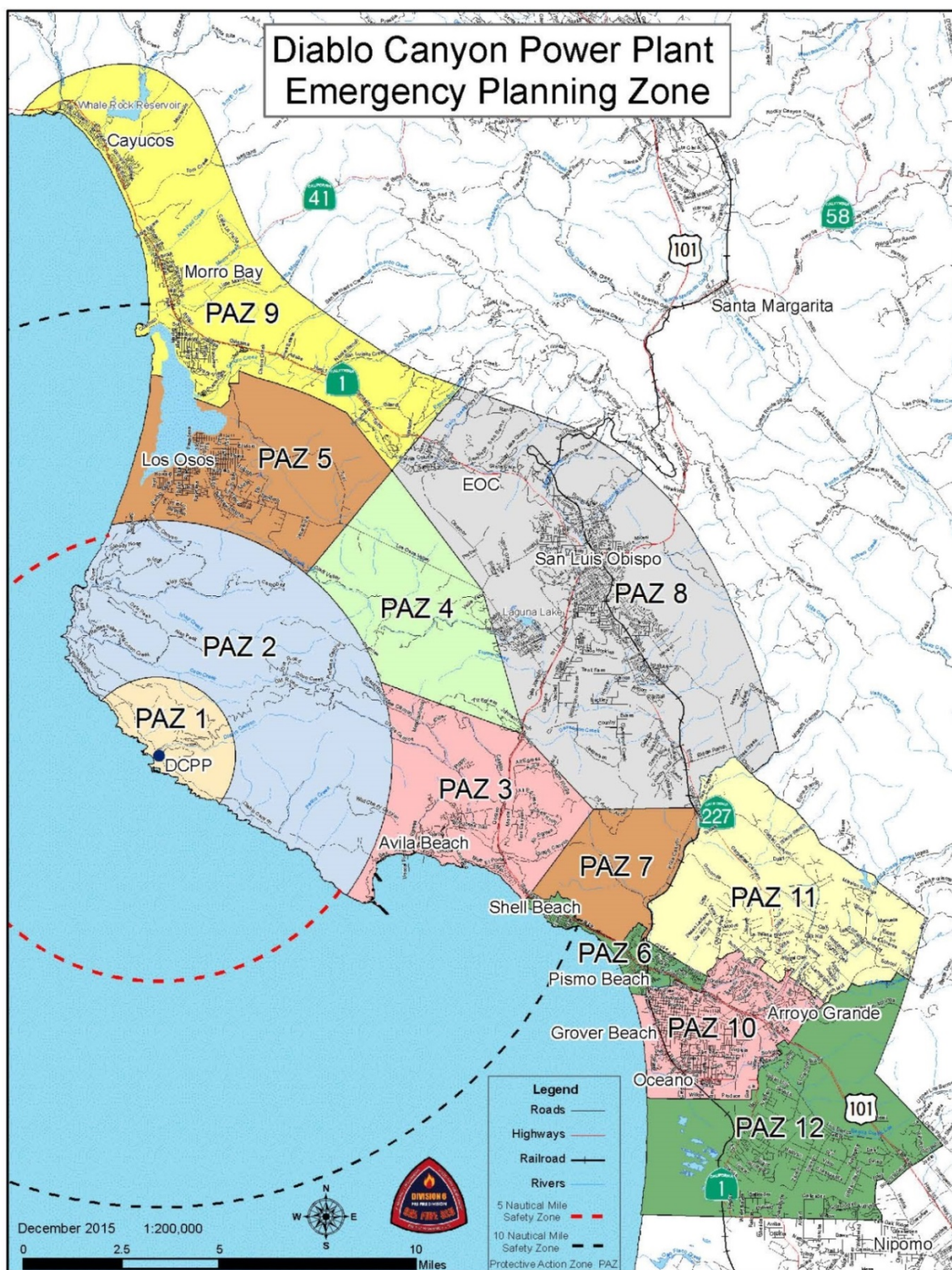


Figure 11-6 DCPP Emergency Planning Zone

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

Workload is the main factor used to determine the need to escalate. The emergency incident levels are as follows:

Type	Level	Description
Routine	1	<ul style="list-style-type: none"> Incident involves a relatively small number of customers Local resources are sufficient Little to no media coverage
Elevated	2	<ul style="list-style-type: none"> A pending or local incident that requires more than routine operations Resources may need to move within the region Increased media interest
Serious	3	<ul style="list-style-type: none"> Incident involves large numbers of customers Resources may need to move between regions Potential increased, actual or imminent negative media interest
Severe	4	<ul style="list-style-type: none"> Incident includes extended multiple incidents and affects many customers Escalating company impact Resources, contractors and mutual aid may be shared between region May have heavy media interest and potential reputational risk
Catastrophic	5	<ul style="list-style-type: none"> Incident includes multiple emergencies, affects many customers, business operations Significant cost and infrastructure risk/damage Full mobilization of PG&E, contractor and mutual aid resources May have heavy media interest and actual reputational risk EOC and Executive Team are activated

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

PG&E's Geosciences organization recommends the qualitative description of "significant earthquake" rather than listing a specific magnitude for Levels 3-5.

A mobile command vehicle (MCV) can be activated at any level, listed in Table 11-1.

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Table 11-1 Levels of Emergency and Activation Criteria for PG&E

Type	Level	Impact	Resources	External Interest	Activations (As Needed)	Electric and Gas	Power Generation	Cyber and IT
Routine	1	Routine <ul style="list-style-type: none">small # customers	<ul style="list-style-type: none">localroutine response	<ul style="list-style-type: none">little to no interest	<ul style="list-style-type: none">ICP	<ul style="list-style-type: none">car/pole accidentgas leak routine response	<ul style="list-style-type: none">small on-site oil or chemical spill NUCLEAR: <ul style="list-style-type: none">Declaration of Unusual Event for an other-than-normal plant-related condition. No emergency action by the public or any government authorityvery low to no media interest	<ul style="list-style-type: none">no unusual cyber activitynormal known hacking, virus or other malicious activityIT application or network device failure, performance degradation, etc.
Elevated	2	Elevated <ul style="list-style-type: none">a pending potential incidentlocal emergency	<ul style="list-style-type: none">local or within the regionmore than routine response	<ul style="list-style-type: none">increased media interest	<ul style="list-style-type: none">ICPOEC	<ul style="list-style-type: none">2-4 times average EDO workload20,000 to 100,000 customers out5-7 ET Outages/Area of Responsibility (AOR)<24-hour restoration is typical but could be up to 2 daysOEC Communications Only w/ OEC activation possiblemoderate winter storm, winds 30-40 mph (EDO) or >35 mph (ET)1-2 days gas restorationregular shift with some on extended overtimemoderate winter stormmajor over-odorizationdig-inequipment failure causing significant interruption or multiple leaksCold Winter Day (CWD) operations with gas curtailment strategy	<ul style="list-style-type: none">fire, flood, small chemical release, oil spill into waterwaycanal leakearthquake magnitude >5.0 NUCLEAR: <ul style="list-style-type: none">Same as Level 1Declaration of Alert for events that are in progress or have occurred which involve a potential impact on the level of safety of the plant. Plant and local government Emergency Response Facilities are activated but no emergency actions by the public is requiredvery low media interest	<ul style="list-style-type: none">unusual cyber activitycritical vulnerability discovered, no exploits reportedcritical vulnerability exploited; no significant impact identifieda new virus discovered with the potential to spread quickly across PG&Ecredible warnings of increased probes or scans against PG&E or the industrycompromise of non-critical systems, no loss of data or operational impactIT network infrastructure failure in a facility or geographic areadata center issues impacting multiple systems
Serious	3	Serious <ul style="list-style-type: none">large # customers	<ul style="list-style-type: none">mainly within the regionmay need to move between regions	<ul style="list-style-type: none">increased media interestactual or imminent negative coverage	<ul style="list-style-type: none">ICPOECElectric RECGECEOCETECSTOEC	<ul style="list-style-type: none">4-10 times EDO workload100,000 to 300,000 customers out7-10 ET Outages/AOR, restoration is 1-3 dayssignificant winter storm, winds 35-50 mph (EDO) or >50 mph (ET)2-4-day gas restorationresources on 12- to 16-hour schedulesoutside resources brought in from other divisionsgas-related fire, injury or significant property damageearthquake, landslide or wildfire with major gas transmission impacts with severe gas distribution interruptions	<ul style="list-style-type: none">significant earthquakelarge chemical release into sparsely populated areagas supply line failureunscheduled or uncontrolled releasefatality in waterway, serious dam or waterway leak NUCLEAR <ul style="list-style-type: none">Declaration of Alert for events that are in progress or have occurred which involve an actual impact on the level of safety of the plant. Plant and local government Emergency Response Facilities are activated and emergency actions by the public may be necessary.If a radiation release has occurred, it will not exceed federal exposure limitsLocalized media interest	<ul style="list-style-type: none">significant cyber riskincreased hacking, virus or other malicious activity could compromise secure or critical systems containing confidential or restricted information or result in a distributed denial of service attackcritical IT infrastructure or applications unavailable to >1 LOB or geographical area for a time exceeding their assigned Recovery Time Objective (RTO)significant disruption to critical SCADA, EMS, RAS, etc. systemscall center impacted significantlysignificant voice communications disruption
Severe	4	Severe <ul style="list-style-type: none">large # customersextended multiple incidentscompany impacted	<ul style="list-style-type: none">mainly from multiple regionsgeneral contractors usedmutual aid may be needed	<ul style="list-style-type: none">heavy media interestpotential reputational risk	<ul style="list-style-type: none">ICPETECSTOECOECElectric RECGECEOC	<ul style="list-style-type: none">10-32 times EDO workload300,000 to 750,000 customers out2-6 days restoration, 10-14 ET Outages/AOROECs, RECs, GEC and EOC activated.major windstorm, winds 40-60 mph (EDO) or >60 mph (ET) and significant earthquake>5-day gas restorationrotating shifts implementedGC resources mobilized across regionscontractors may be requiredcurtailment of routine workgas-related explosionpipeline rupture with significant public safety issuessignificant earthquake affecting multiple divisions with confirmed injuries, fatalities or severe property damagemajor gas transmission impacts with severe gas distribution interruptions	<ul style="list-style-type: none">significant earthquake affecting more than one hydro arealarge chemical release into populated areagas supply line failure/explosionlow-hazard dam failure and severe waterway failure NUCLEAR (DCPP only) <ul style="list-style-type: none">Declaration of Site Area Emergency for an event in progress that involves major failures of plant functionscritical plant operations compromised and possible systems failureshostages/plant damage due to hostile actionradiation release beyond site boundary not expected to exceed federal exposure limitsPlant and local and state government Emergency Response Facilities are activated and emergency actions by the public may be necessarylocal, state and national media interest	<ul style="list-style-type: none">high cyber risk of increased hacking, virus or other malicious cyber activity that targets or compromises PG&E's core infrastructurean exploit for a critical vulnerability exists that has the potential for severe damagea critical vulnerability is being exploited and there has been significant impactattackers have gained administrative privileges on compromised systemsmultiple damaging or disruptive virus attacksmultiple denial of service attacks against critical infrastructure servicesIT: Significant / Large IT events with escalated impact to multiple LOBs or geographic areasunplanned, prolonged data center outageContact Center downcritical Operational Technology (OT) systems or the Utility Data Network (UDN) disrupted for prolonged period
Catastrophic	5	Catastrophic <ul style="list-style-type: none">multiple incidentslarge # customerssignificant cost, infrastructure risk and/or damageability to conduct business impacted	<ul style="list-style-type: none">full mobilization of company resourcesmutual aid resources are needed	<ul style="list-style-type: none">heavy media interestactual reputational risk	<ul style="list-style-type: none">ICPOECETECSTOECElectric RECGECEOC	<ul style="list-style-type: none">>32 times EDO workload>750,000 customers out>14 ET OutagesAOR >6 days restorationmutual aid neededOECs, RECs, GEC and EOC activatedmajor to catastrophic storm incident, wind >60 mph (EDO) or >75 mph (ET)>10 days estimated gas restorationrotating shifts implementedmutual aid neededmajor earthquake with uncontrolled risk of injury or fatalitymultiple pipeline ruptures with significant public safety issuesmultiple uncontrolled major gas releases or gas-fed fires across system with long duration gas interruption expected	<ul style="list-style-type: none">multiple fatalitieswidespread property damage (e.g., high hazard dam failure)outside assistance needed NUCLEAR (DCPP only) <ul style="list-style-type: none">Declaration of General Emergency for an event that has resulted in an actual or imminent release of radioactive material expected to exceed federal exposure limitsplant and local, state and federal government Emergency Response Facilities are activated and emergency actions by the public will be necessaryreal/imminent substantial core damagepotential loss containment integrity, site control loss due to hostile actionlocal, state and national media interest	<ul style="list-style-type: none">Severe risk of hacking, virus, or other malicious activity resulting in widespread outages and/or significantly destructive compromises to systems with no known remedy or that debilitates PG&E's critical infrastructure servicesComplete network failures, mission critical application failures, compromise or loss of administrative controls of critical system, loss of critical supervisory control and data acquisition (SCADA) systemspotential for or actual loss of lives or significant impact on the health or economic security of the stateextensive / widespread, prolonged IT events with escalated impact across multiple LOBscritical network and computing infrastructure impacted simultaneously, e.g., data centers, contact centers, transmission and data networks

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Appendix C. Incident Command System

C.1 ICS Overview

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

The Incident Command System (ICS) is a standardized all-hazard incident management system. It provides a systematic, proactive approach for all levels of government, nongovernmental organizations (NGOs) and the private sector to work together to reduce the loss of life and property and harm to the environment.

The ICS organization can expand or contract to meet different needs. This flexibility makes it a very cost-effective and efficient management approach for both small and large situations.

ICS is based on proven management principles, implemented through a wide range of management features including the use of common terminology, clear text and a modular organizational structure. ICS emphasizes effective planning, including management by objectives and reliance on an Incident Action Plan (IAP).

Maintaining a manageable span of control ensures full use of all incident resources. Finally, ICS supports responders and decision makers by providing the data they need through effective information and intelligence management.

PG&E first responders interface with police, fire and other agencies that are trained to use ICS. If the incident is too large or grows beyond the control of the first responder, they should call for their supervisor or the on-call supervisor.



Figure 11-7 PG&E Public Safety Specialists with San Mateo First Responders

C.1.1 Common Terminology and Clear Text

The ability to communicate within ICS is critical. ICS establishes common terminology, allowing diverse incident management and support entities to work together. Common ICS positions titles are used, such as Officer, Chief, Director, Supervisor, or Leader. ICS titles most likely do not reflect people's "PG&E daytime title."

All communication should:

- Be in plain English
- Use clear text
- Avoid PG&E-specific acronyms, codes or jargon

C.1.2 Modular Organization

The incident command system (ICS) organizational structure is flexible and based on the size and complexity of the incident. In ICS, only those functions or positions necessary for an incident will be filled.

As incident complexity increases, the organization expands as functional responsibilities are delegated. When needed, separate functional elements can be established.

As the ICS organizational structure expands, the number of management positions also expands to address the requirements of the incident adequately.

C.1.3 Planning Process and Incident Action Plan

All levels of the PG&E organizational structure must have a clear understanding of the actions required to manage the incident. Slight variations may be affected in the organization structure to accommodate PG&E's utility model.

Management by objectives is an approach used in our incident command to communicate actions throughout the entire PG&E organization. Therefore, considerable emphasis is placed on effective planning. The planning process provides the foundation for successful resolution of incidents. The planning process:

- Provides a clear and accurate picture of the current situation and resource status
- Effectively predicts probable courses of the incident (best and worst case)
- Involves alternative strategies (plan A, B, C and D)
- Creates a foundation for an Incident Action Plan (IAP)

C.1.4 Span of Control

Span of control pertains to the number of individuals that one leader can manage effectively during an emergency. Span of control is the key to effective, efficient and safe incident management. For an effective span of control, one leader should not manage more than five people. The industry standard is 3-7 personnel assigned with 5 personnel being optimal.

Along with span of control, the ICS uses unity of command, meaning that each person is accountable to only one designated leader to whom he/she reports at the scene of an incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.

C.1.5 Accountability

Effective accountability during incident operations is essential at all levels. Individuals must abide by PG&E policies and guidelines and any applicable local, state or federal rules and regulations. The following guidelines are suggested:

- **Check-In:** The Check-In/Out form for [ICS 211](#) is used to record all personnel who worked or observed activities in the center. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander

- **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP with the recognition that the ICS is flexible and may be adapted to ensure the best response to changing conditions
- **Unity of command:** Each individual involved in an incident operation is assigned to only one supervisor
- **Span of control:** Supervisors must be able to supervise and control their subordinates adequately, as well as communicate with and manage all resources under their supervision
- **Resource tracking:** Supervisors must record and report resource status changes as they occur

ICS is used extensively in PG&E's emergency response, and specific training is offered on the PG&E Intranet under Tools > PG&E@Work For Me > My Learning, including but not limited to:

- **EPRS-9009 – ICS Fundamentals** is offered internally as a web-based training (WBT) and introduces the core principles of the ICS, the emergency response framework PG&E uses to respond to emergency incidents or events
- **EPRS-9010 – Company Emergency Response Plan** is updated annually and a prerequisite for all EOC on-call employees

For additional information on PG&E emergency response training opportunities, see CERP [Section 3.6](#) "Training and Exercises".

C.2 PG&E's Planning Process and the Planning "P"

Effective planning provides the foundation for successful mitigation of incidents. All Command and General Staff participate in the planning process and in developing the incident action plan (IAP). The planning process must:

- Provide a clear and accurate picture of the current situation and resource status
- Effectively predict probable courses of the incident (best and worst cases)
- Involve alternative strategies (plans A, B, C and D)
- Create a foundation for a realistic IAP for the next operational period (**Note:** The IAP is a product of the planning process)

There are five primary phases of the planning process that are generally the same regardless of the type and complexity of the incident. The IC on simple incidents must develop and communicate a simple plan through oral briefings. Incidents that are more complex require a more complete, time-consuming planning process and written IAP prepared by an entire Incident Management Team (IMT).

C.2.1 Five Phases of the Planning Process

1. Understand the Situation

This first phase involves gathering, recording, analyzing and displaying a clear and accurate picture of the incident evolving at the moment.

2. Establish Incident Objectives and Strategy

The second phase involves determining an effective strategy and formulating and prioritizing the incident objectives. The strategy and objectives must consider alternative strategies.

3. Develop the Plan

The third phase involves determining the tactical direction and the specific resources needed for implementing the strategy for one operational period.

Prior to formal planning meetings, each member of the Command and General Staff is responsible for gathering necessary information so that together, they can successfully and collectively develop the plan.

4. Prepare and Disseminate the Plan

The fourth phase involves preparing the plan in a format that is appropriate for the size and complexity of the incident.

For initial response, this will likely be notes for an oral briefing and oral assignments or orders. For incidents with multiple operational periods, more formal written IAPs are necessary.

5. Execute, Evaluate and Revise the Plan

The fifth phase of this cyclical process is to execute and evaluate the plan to ensure success.

The command team must regularly compare planned progress with actual progress. Adjustments in the plan can then be made as new information emerges or conditions change, or adjustments can be implemented in the IAP for the next operational period.

C.2.2 The Planning “P”

The Planning “P” is a guide to the process and steps involved in planning for an incident (see Figure 11-8).

The leg of the “P” describes the initial response period. Once the incident begins, the steps are:

- Notifications (using PG&E’s notification matrix for guidance)
- Initial Response and Assessment (using PG&E’s Assessment Matrix for guidance)
- Incident Briefing using ICS 201
- Initial Incident Command (IC)/Unified Command (UC) meeting

At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are:

- Initial IC/UC Develop/Update Objectives Meeting
- Command and General Staff Meeting
- Preparing for the Tactics Meeting
- Tactics Meeting
- Preparing for the Planning Meeting
- Planning Meeting

- IAP Prep and Approval
- Operations Briefing

At this point, a new operational period begins. The next steps are to:

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

Also included in PG&E's Planning "P" are additional EOC meetings or calls. Meetings and timing may vary depending on the incident and at the discretion of the EOC Commander. For instance:

- The Initial Executive Briefing may occur during the initial response in Operational Period 1. A follow-up briefing may occur after the Planning Meeting
- EOC Staff Briefing for the night shift may occur before the evening EOC Operational Update Call

See Appendix D and Appendix E for additional meeting descriptions, templates, and samples.

The PG&E Planning “P”

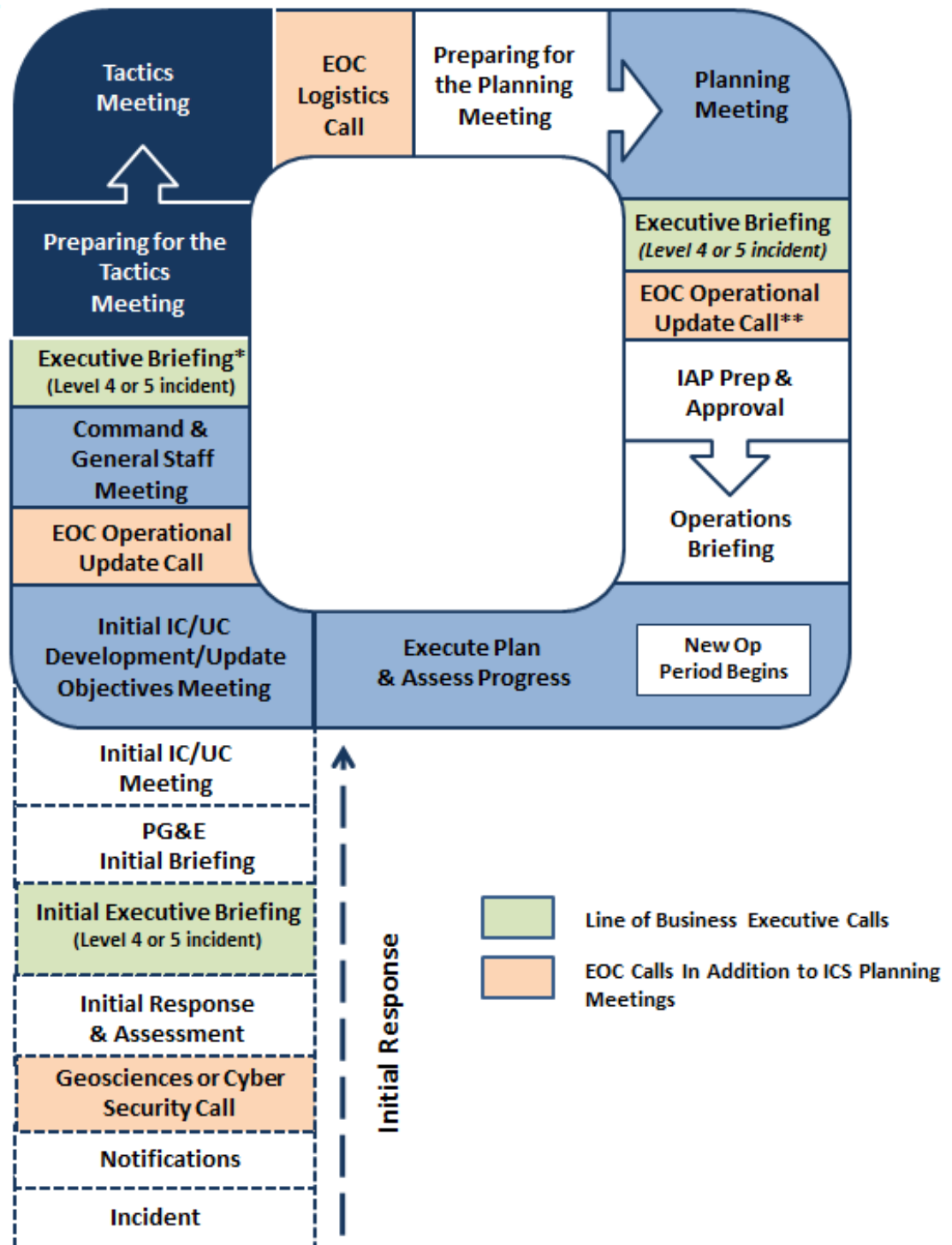


Figure 11-8 PG&E’s Planning “P”

Appendix D. Meetings and Agendas

Building on Appendix C's Planning Process and the Planning "P," this section outlines a typical operational period at the EOC. During an incident, the EOC's activities follow the Planning P steps described in detail in [Appendix C, C.2](#), and noted below.

- Understand the Situation
- Establish Incident Objectives and Strategy
- Develop the Plan
- Prepare and Disseminate the Plan
- Execute, Evaluate and Revise the Plan

The initial cycle involves a series of calls, meetings and briefings to gain an initial understanding of the situation and its impact. Following this period, meetings are interspersed with on-going work in the field and EOC, planning, drafting reports and meetings.

Also included in this section are sample meeting agendas. Agendas are found on the [EOC Resources](#) SharePoint site:

- Executive Briefing Call Agenda (line of business call)
- EOC Operational Update Call Agenda
- EOC Tactics Meeting Agenda (updated 2017.05.08)
- EOC Planning Meeting Agenda
- Additional Agendas by EOC Section:
 - Logistics – EOC Logistics Call, Human Resources, Corporate Security
 - Command Staff – Corporate Communications, Customer Care and External Relations
 - Operations – Diablo Canyon, Electric Operations, Energy Management, Gas Operations, Information Technology, Power Generation

Remember: PG&E's emergency response is scalable. Thus, the meeting and report cycles outlined here are illustrative and may be adjusted to meet the specific needs of an incident.

D.1 Initial Incident Command or Unified Command Meeting

The immediate action following an incident is to understand the situation and conduct a thorough size-up to obtain information needed to make initial management decisions to include the appropriate staff levels.

Table D.1.1 outlines the initial meeting agenda for an emergency event or incident at any operational level within the company. Subsequent meeting agendas are presented in this section.

D.1.1 Initial Incident Briefing

Activity	When	Purpose	Forms	Facilitator	Attendees
Incident Briefing	Transition from Initial Response to Operations	<ul style="list-style-type: none"> Brief IC/UC Assess operational requirements Determine current and future organizational and response requirements and objectives Inform staff Set expectations 	ICS 201 Incident Briefing	IC or Planning Section Chief	IC/UC Command staff <ul style="list-style-type: none"> General staff

D.1.2 Initial Unified Command Briefing

Table 11-2 summarizes the initial Unified Command discussion items for an emergent incident involving multiple jurisdictional authorities where there are PG&E facilities involved.

Table 11-2 Initial Unified Command Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Initial UC Meeting	When the UC is formed	<ul style="list-style-type: none"> Determine roles and authorities Set expectations 	Current IC/UC or Planning Section Chief	<ul style="list-style-type: none"> IC/UC <ul style="list-style-type: none"> Negotiates UC participation Clarifies UC roles & responsibilities Negotiates and agrees on: <ul style="list-style-type: none"> Jurisdictional boundaries Incident name Overall incident management organization Location of ICP, facilities and support Operational period length and start time Deputy IC assignments; other key Command and General Staff and technical support, as needed Safety Officer <ul style="list-style-type: none"> Advises of major safety concerns Operations Section Chief or designee <ul style="list-style-type: none"> Briefs UC members on current operations Planning Section Chief or designee <ul style="list-style-type: none"> Facilitates and documents meeting Logistics Section Chief or designee 	Only the ICs who will make up the Unified Command (UC)

D.1.3 Initial Executive Briefing

Table 11-3 summarizes meeting discussion items for when company executives convene for an emergent incident impacting company operations.

Table 11-3 Initial Executive Briefing

Activity	When	Purpose	Facilitator	Attendees
Initial Executive Briefing	At the onset of a no-notice event, following the Initial Call	<ul style="list-style-type: none"> • Inform leadership • Establish command • Provide initial direction, e.g.: <ul style="list-style-type: none"> ◦ Open the EOC ◦ Report to AEOC in Vacaville ◦ Activate the Executive Mobilization Plan ◦ Stand down, etc. • Obtain information, e.g.: <ul style="list-style-type: none"> ◦ Status of LOB ◦ Have LOBs activated their emergency and/or business continuity plans? ◦ What emergency centers are open? ◦ Do you know of any effects so far on daily operations? ◦ Field staff reporting? ◦ Is the restoration strategy clear? ◦ What are the incident priorities? ◦ What are the anticipated resource needs? ◦ Status of local, state, federal response? ◦ Employee status? • Ask questions • Clarify expectations • Establish time of next call 	Sr. Director, EP&R or designee	<ul style="list-style-type: none"> • EOC Commander • Director, EP&R • LOB Executives/designees • Company Leadership (optional attendance)

Subsequent incident meetings may follow the meeting agenda format contained in the iterative ICS “Planning P’ process.

D.2 Operational Period Meetings and Work Sessions

After the incident parameters are understood, objectives and planning begin. The IC/UC establishes incident objectives that cover the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establishes the course of the incident, rather than having incident objectives address only a single operational period.

In addition to establishing the incident objectives, the IC/UC establishes the next operational period. The IC/UC works with the Planning Section Chief to develop a schedule of meetings and reports for the operational period.

Then, the Operations Section directs the implementation of the plan. The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate

adjustments during the operational period to ensure that the objectives are met and effectiveness is ensured.

D.2.1 IC/UC Objectives Meeting

Activity	When	Purpose	Facilitator	Contributors	Attendees
IC/UC Objectives Meeting	Prior to Command and General Staff Meeting	<ul style="list-style-type: none"> Identifies priorities, limitations and constraints Develops objectives Develops Command and General Staff tasks Agrees on UC workload 	IC/UC member or Planning Section Chief	Command <ul style="list-style-type: none"> Identifies <ul style="list-style-type: none"> Priorities Limitations Constraints Key procedures Develops <ul style="list-style-type: none"> Incident objectives Tasks for Command and General Staff Agrees on division of UC workload Planning <ul style="list-style-type: none"> Facilitates and documents meeting Proposes draft objectives Operations <ul style="list-style-type: none"> May attend/contribute 	IC/UC members Selected staff

D.2.2 EOC Operational Update Call

Activity	When	Purpose	Facilitator	Contributors	Attendees
EOC Operational Update Call	Prior to the Command and General Staff Meeting	<ul style="list-style-type: none"> Share situation status between EOC, RECs, GEC and ETEC Discuss <ul style="list-style-type: none"> Limiting factors Critical resource needs Weather Safety 	Planning Section Chief		Officers EOC Section Chiefs Branch Directors Resource Unit Leader; Electric REC and GEC ICs; SO&C; Sub / Tline Directors; GEC Commander

Information from this meeting will be used to later develop restoration strategies and to confirm objectives. For a detailed agenda, refer to the [EOC Resources SharePoint](#).

D.2.3 Executive Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Executive Briefing	Typically, after the Command and General Staff Meeting and following the Planning Meeting	<ul style="list-style-type: none"> Obtain a status on each LOB Provide situational awareness Identify operational barriers Provide known event details and discussion of critical next steps Communicate policies and decisions consistently 	EOC Commander or designee		EOC Commander Director, EP&R LOB Executives* Company Leadership (optional)**
<p>The cadence and timing of Executive Briefings is determined by the EOC Commander.</p> <p>The timing and content of this call may be revised based on factors such as the type and onset of the emergency, magnitude of damage and expected duration.</p>					
The Executive Briefing is a LOB call and is <u>not</u> an EOC operational call.					
It is scheduled by the Sr. Director, EP&R, EOC Commander, Planning Chief, or designee.					
* If a LOB Executive is not available, their designee may attend.					
** Other senior executives not listed (i.e., Company Leadership members) are optional to attend.					

D.2.4 Tactics Meeting

D.2.4.1 Preparation

To prepare for the Tactics meeting, the Planning Section Chief facilitates a working session with the Operations Section Chief and Safety Officer to develop strategies and tactics to accomplish incident objects.

Planning

- ☐ Facilitates process
- ☐ Reviews objectives and agrees which are the responsibility of the Operations Section
- ☐ Ensures Technical Specialists are included and prepared to contribute as appropriate
- ☐ Presents situation information and provides projections

Operations

- ☐ Develops draft strategies and tactics for each operationally oriented incident objective
- ☐ Develops alternative or contingency strategies and tactics
- ☐ Outlines work assignments (tactics) and required resources using ICS Form 215
- ☐ Develops/outlines Operations Section organization for next operational period

Safety Officer

- ☐ Begins to develop the Hazard Risk Analysis ICS 215a

D.2.4.2 Tactics Meeting Agenda

Activity	When	Purpose	Facilitator	Contributors	Attendees
Tactics Meeting	Prior to Planning meeting	The purpose of the Tactics meeting is to review the tactics developed by the Operations Section Chief	Planning Section Chief	Planning <ul style="list-style-type: none"> • Sets up meeting room • Facilitates meeting • Presents current situation and projections • Presents resources status (RESTAT) • Documents meeting Operations <ul style="list-style-type: none"> • Briefs current operations • Presents strategies, tactics and resource needs using Operational Planning Worksheet ICS 215 • Identifies alternative strategies • Presents the Operations Section organization • Provides plan and status during Dual Commodity events Safety <ul style="list-style-type: none"> • Identifies potential hazards and recommends mitigation measures • Presents Incident Safety Analysis ICS 215a Logistics <ul style="list-style-type: none"> • Contributes logistics information as necessary • Determines support requirements based on the ICS 215 (facilities and other infrastructure) • Prepares to order needed resources • Presents situation information and projections 	Safety Officer Section Chiefs (Planning, Operations and Logistics); Unit Leaders (Resources, Situation and Documentation) Technical Specialist, as needed

D.2.5 Planning Meeting

The Planning meeting provides the opportunity for the Command and General Staff to review and validate the operational plan as proposed by the Operations Section Chief. Like the Tactics Meeting, the planning meeting requires pre-work.

D.2.5.1 Preparation

Following the Tactics meeting, preparations are made for the Planning meeting. The Planning Section Chief facilitates a working session with the Command, Operations Section Chief and Logistics Section Chief to include the following actions coordinated by the Planning Section:

- Review the ICS Form 215 developed in the Tactics Meeting
- Review the ICS Form 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS Form 215
- Assess current operations effectiveness and resource efficiency
- Gather information to support incident management decisions.

Command

- ☐ Prepares further guidance/clarification
- ☐ As needed, meets informally with appropriate staff members

Operations

- ☐ Prepares ongoing operations update (ICS form 209)
- ☐ Prepares final draft of ICS 215
- ☐ Provides overlap plans and status updates, as needed, during dual commodity events⁴⁸
- ☐ Coordinates with other staff (District Storm Rooms in an electric incident), as needed

Planning

- ☐ Sets up meeting room
- ☐ Develops resource, support and overhead requests and submits to Logistics after the Planning meeting
- ☐ Publishes/distributes meeting schedule and ensures that attendees are prepared (posted agenda)
- ☐ Makes duplicate documents for Command that are needed to support presentations
- ☐ Evaluates the current situation and decides whether the current planning is adequate for the remainder of the operational period (i.e., until next plan takes effect)
- ☐ Advises the IC and the Operations Section Chief of any suggested revisions to the current plan, as necessary
- ☐ Establishes a planning cycle for the IC
- ☐ Determines Planning meeting attendees in consultation with the Incident Commander
- ☐ Establishes the location and time for the Planning meeting
 - ☐ Ensures that planning boards and forms are available
 - ☐ Notifies necessary support staff about the meeting and their assignments
 - ☐ Ensures that a current situation and resource briefing will be available for the meeting
 - ☐ Obtains an estimate of resource availability for use in planning for the next operational period
 - ☐ Obtains necessary policy, legal, or fiscal constraints for use in the Planning Meeting

Logistics

- ☐ Prepares resources orders to support IAP (submitted after the Planning meeting)
- ☐ Prepares for Planning meeting
- ☐ Verifies support requirements for Finance/Administration
- ☐ Verifies financial and administrative requirements

⁴⁸ Dual commodity incidents are most commonly, but not exclusively, Gas and Electric incidents.

D.2.5.2 Planning Meeting

In the Planning Meeting, the Operations Section Chief delineates the amount and types of resources needed to accomplish the plan. The Planning Section's Resources Unit works with the Logistics Section to accommodate.

After the meeting, the Planning Section staff indicate when all elements of the plan and support documents are required to be submitted so that the plan can be collated, duplicated and made ready for the Operational Period Briefing.

Activity	When	Purpose	Facilitator	Contributors	Attendees
Planning Meeting	After the Tactics meeting	Review and validate the operational plan proposed by the Operations Section Chief	Planning Section Chief	<p>Command</p> <ul style="list-style-type: none"> Ensures that all of Command's direction, priorities and objectives have been met Provides further direction and resolves differences as needed Gives tacit approval of proposed plan <p>Operations</p> <ul style="list-style-type: none"> Provides overview of current operations Presents a plan of action that includes strategies, tactics, contingencies, resources, organization structure and overall management considerations (i.e., divisions/groups) <p>Planning</p> <ul style="list-style-type: none"> Facilitates meeting Briefs current situation Provides projections Documents meeting <p>Logistics</p> <ul style="list-style-type: none"> Briefs logistical support/services and resource ordering status Discusses operational facility issues <p>Finance / Admin</p> <ul style="list-style-type: none"> Briefs administrative and financial status/projections, etc. <p>Command Staff</p> <ul style="list-style-type: none"> Discusses and resolves any safety, liaison and media considerations and issues 	<p>Attendance is required for all Command and General Staff</p> <p>IC/UC Command and General Staff Situation Unit Leader Documentation Unit Leader Technical Specialists, as needed Additional incident personnel as requested</p>

D.2.5.3 Agenda

EOC Planning Meeting Agenda

Telephone Conference: *Please fill out with Conference Call #*

Conference Host: EOC

Conference Facilitator: Planning Section Chief

Purpose of Call: The purpose of the call is to approve the plan that was developed via the tactics calls, section meetings, and communication with field staff (OEC/Electric REC, and in accordance to the priorities set forth on the Command Call). This meeting/call takes place after the tactics meeting and is generally facilitated by the Planning Section Chief.

Specific Program Areas To Report On	Topic	Reporting	Notes
Roll Call Brief attendees on Rules of Conduct	Attendance	Planning Section Chief	
Opening Remarks Prioritize and Set Restoration Objectives <ul style="list-style-type: none"> Prioritize areas for restoration Acceptable ETORs 	Opening Remarks	EOC Commander	
Review and Establish Safety Message <ul style="list-style-type: none"> Safety Plan Process for collecting safety data from field for incident 	Safety	Safety Officer	
Current Situation Update <ul style="list-style-type: none"> Customers affected Status of EOC Open Emergency Centers Establish Branch and Division Areas <ul style="list-style-type: none"> Geographic Divisions Damage Modeling Results Specify Resource Need <ul style="list-style-type: none"> Acceptable ETOR XX time will require XX resources GAS Acceptable ETOR XX time will require XX resources Electric Specialty Crews needed: type and # 	Situation Status	Planning Chief	
Incident Status/ Update Overall Situation <ul style="list-style-type: none"> Electric: Damage Assessment/ETOR Transmission & Distribution Gas: Damage Assessment/ ETOR Transmission & Distribution IT: Damage Assessment/ETOR Power Generation: Damage Assessment/ETOR Veg: Damage Assessment/ ETOR 	Operation Status	Operations Section Chief	

Specific Program Areas To Report On	Topic	Reporting	Notes
Identify Logistical Issues and Concerns <ul style="list-style-type: none"> • Base Camps, Staging Areas, Micro Sites, Materials Laydown Areas, and Community Resource Centers • Materials or Services • Vehicles and Equipment • Fueling and Equipment • Fueling and Shuttle Services • Environmental/Land • Hotel • Security • Facilities Review Communication and Transportation Plans <ul style="list-style-type: none"> • IT/TCOMM issues/needs • Transportation Plan: road closures and status of highways and emergency routes • Highway escort issues • Employee Communication: Status and known issues 	Logistical Support Services and ordering status	Logistics Section Chief	
Public Information Issues <ul style="list-style-type: none"> • Media • PGE.com 	Marketing and Communications	Public Information Officer	
Review Financial Status and Implications <ul style="list-style-type: none"> • Costs to date • Emergency Orders and proper billing codes 	Finance and Administration Chief	Finance Section Chief	
Finalize and Approve the Final Plan	Verbal approval and support of the plan	All Section Chiefs	
Closing Comments	Closing Remarks	EOC Commander	
<ul style="list-style-type: none"> • Adjourn • Summary • Next meeting time/location 	Meeting Wrap Up	Planning Section Chief	

D.2.6 Operations Period Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Operations Period Briefing	Twice Daily <ul style="list-style-type: none"> At the start of each operational ~1 hour prior to shift change 	The Operations Period Briefing is conducted at the beginning of each operational period and presents the IAP to supervisors of tactical resources.	Planning Section Chief	Command <ul style="list-style-type: none"> Provides guidance and clarification Provides leadership presence and motivational remarks Operations <ul style="list-style-type: none"> Provides Operations Briefing for the next operational period Ensures ICS 204 tasking is clear Planning <ul style="list-style-type: none"> Sets up briefing area Facilitates Command and General Staff and other attendee briefing responsibilities Resolves questions Explains support plans as needed Logistics <ul style="list-style-type: none"> Briefs security, environmental, facilities, transportation, supply and field support (base camp, staging area or micro site) issues Finance / Admin <ul style="list-style-type: none"> Briefs administrative issues and provides financial report Staff <ul style="list-style-type: none"> Operations, Logistics, Safety, Public Information and inter-agency and intelligence issues 	IC/UC, Command and General Staff, Branch Directors, Division Supervisors, Task Force/Strike Team Leaders, Unit Leaders and others, as appropriate

D.3 Special Purpose Meetings

Special Purpose meetings are most applicable to larger incidents requiring an operational period planning cycle but may also be useful during the initial response phase.

D.3.1 Business Management

This meeting is used to develop and update the Business Management Plan for finance and logistical support. The agenda could include documentation issues, cost sharing, cost analysis, finance requirements, resource procurement and financial summary data.

Attendees normally include the Finance/Administration Section Chief (FSC), Cost Unit Leader (COST), Procurement Unit Leader (PROC), Logistics Section Chief (LSC), Situation Unit Leader (SITL) and Documentation Unit Leader (DOCL).

D.3.2 Agency Representative (AREP)

This meeting is held to update agency representatives (AREPs) and ensure that they can support the IAP. It is conducted by the Liaison Officer (LNO) and attended by AREPs. The meeting is most appropriately held shortly after the Planning meeting to present the IAP for the next operational period. It allows for minor changes should the plan not meet the expectations of the AREPs.

D.3.3 Media Briefing

This meeting is conducted at a field location near the incident or at one of the following rooms: Conference Room A in the General Office, the Auditorium Foyer in the General Office, or the VERC when it is activated. The purpose is to brief the media and the public on the most current and accurate facts. The briefing is set up by the PIO, moderated by an IC/UC spokesperson and features selected spokespersons. Spokespersons should be prepared by the Public Information Office to address anticipated issues. The briefing should be well planned, organized and scheduled to meet the media's needs.

D.3.4 Demobilization Planning

This meeting is held to gather demobilization functional requirements from Command and General Staff. Functional requirements include safety, logistics, fiscal considerations and release priorities that would be addressed in the plan. The DMOB then prepares a draft Demobilization Plan to include the functional requirements and distributes to the Command and General Staff for review and comment.

Attendees normally include Command, Operations, Planning, Logistics and Finance Section Chiefs, LNO, SO, Intelligence Officer, PIO and Demobilization Unit Leader (DMOB).

D.3.5 Public Meetings

Public meetings are held to communicate with the public the progress being made and other important information to keep them informed and understanding the operations and management of the incident.

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Appendix E. Reports and Forms

Templates, forms, and other position-specific tools are located in the Forms and Tools folder for each EOC role (organized by EOC section in the [Roles and Responsibilities](#) folder). All ICS forms are also located in the [All ICS Forms](#) folder at:

<https://sps.utility.pge.com/sites/EOCResources/ICS%20Forms/Forms/AllItems.aspx?RootFolder=%2Fsite%2FEOCResources%2FICS%20Forms%2FAll%20ICS%20Forms&FolderCTID=0x01200026B62901C0102047A5F9034719B06FA4&View=%7BE8D86E73%2DE05B%2D4AB4%2DB83B%2DBD411F9392A6%7D>

The EOC Activation Checklist and the Deactivation Checklist are located in file path: [EOC Resources](#) > [Command Staff](#) > [C. Forms and Tools](#) folder.

Within the [EOC Resources SharePoint](#) site, information is available for the following areas:

- EOC Training
- PSPS Training and Guidance Documents
- Roles and Responsibilities (includes Position Guides / Checklists)
- Coordination Center Positions and Tools (includes Position Checklists)
- EOC Tech-down Procedures
- ICS Forms
- Documentation Resources

EP&R maintains and makes accessible EOC report templates and standard forms (originally FEMA Incident Command System forms) on the PG&E [EOC Resources SharePoint](#) site.

EOC Resources SharePoint site address:

<https://sps.utility.pge.com/sites/EOCResources/SitePages/EOC%20Training.aspx>

All EOC personnel can access report templates and forms by requesting user access:

- Open the EOC Resources SharePoint site. Use this address:
<https://sps.utility.pge.com/sites/EOCResources/SitePages/EOC%20Training.aspx>
- Click *Access Request Settings*
- Follow the instructions until you send your request to the site owner

The site owner will inform you by email when your access is approved. For further assistance in gaining access to the EOC Resources SharePoint, contact the EP&R Exercise Manager.

EOC Form Name (ICS form name if different)	ICS Form Number	Prepared By
EOC Action Plan Workbook Blank Template		Planning Documentation Unit
EOC Action Plan Workbook Maps		Planning Documentation Unit
EOC Action Plan Workbook with Forms		Planning Documentation Unit
EOC Activation Checklist		EOC Manager and EOC Admin
EOC Deactivation Checklist		EOC Manager and EOC Admin

EOC Form Name (ICS form name if different)	ICS Form Number	Prepared By
Initial Incident Briefing and Action Plan (becomes the Initial Action Plan)	201	EOC Commander
Incident Objectives	202	Planning Section Chief
EOC Organization List (Organization Alignment List)	203	Resources Unit Leader
Assignment List	204	Resources Unit Lead & Operations Section Chief
Communications	205A	Communications Unit Leader
Medical Plan	206	Safety Officer
Organization Chart	207	Resources Unit Leader
Safety Message	208	Safety Officer
Incident Status Summary	209	Situation Unit Leader
Status Change Card	210	Communications Leader
Check In and Out Log (Check-in List)	211	Resources Unit / Check-in Recorder
General Message	213	Any message originator
Unit Log	214	All staff
Operational Planning Worksheet	215	Chief
Incident Safety Analysis (Hazard Risk Analysis Worksheet)	215A	Operations Sections Chief and Safety Officer
Radio Requirements Worksheet	216	Communications Unit
Radio Frequency Assignment Worksheet	217	Communications Unit
Support Vehicle Inventory	218	Ground Support Unit
Resource Status Card	219	Resources Unit
Air Operations Summary	220	Operations Section Chief or Air Branch Chief
Field Employee Demobilization Release (Demobilization Checkout)	221	Demobilization Unit Leader
Crew Performance Rating Form	224	n/a
Incident Personnel Performance Rating Form	225	n/a
Individual Performance Rating Form	226	n/a
Daily Meeting Schedule	230	Planning Documentation Unit
EOC Report Schedule	230A	Planning Documentation Unit

E.1 ICS 201 – Initial Briefing and Incident Action Plan

An Incident Action Plan (IAP) or EOC Action Plan—both using ICS Form 201—is completed at the start of an incident and for each subsequent operational period.

The initial IAP / EOC Action Plan is streamlined and contains essential information. The initial plan is issued as close to the start of the incident as possible to provide critical incident and contact information to the EOC, Electric RECs, GEC and OECs (depending on the activation level).

Plans for Operational Period 2 and beyond are more detailed and are issued according to the agreed-upon report schedule. IAPs are generally approved and distributed at the start of an Operational Period.

E.1.1 Preparation and Approval

For incidents of shorter duration, the Incident Action Plan (IAP) or EOC Action Plan is developed by the IC and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity will not require the formal planning process.

The IAP is developed immediately following the Planning meeting. The Planning Section Chief assigns the deadlines for products such as the IAP. A written IAP should be considered whenever:

- Two or more OECs are involved in the response
- The incident continues into the next operational period
- A number of ICS organizational elements are activated (typically, when General Staff Sections are staffed)
- It is required by PG&E policy
- A hazmat incident is involved

The following sections and roles will participate in the IAP development process:

Command

- ☐ Reviews, approves and signs the IAP

Operations

- ☐ Provides required information for inclusion into the IAP
- ☐ Works with Planning to ensure that the chart and ICS 204(s) are complete

Planning

- ☐ Facilitates the gathering of required documents and assembles the IAP
- ☐ Reviews the IAP for completeness
- ☐ Provides completed IAP to IC/UC for review/approval
- ☐ Makes sufficient copies of the IAP
- ☐ Distributes IAP to appropriate team members and files the original

Logistics

- ☐ Reviews Logistics Section products for completeness (ICS 218, etc.)
- ☐ Provides logistics information for IAP
- ☐ Verifies resources ordered/status

Finance/Admin

- ☐ Verifies financial and administrative requirements for IAP

E.1.2 Initial Incident Action Plan (IAP) / EOC Action Plan

PG&E EOC Initial Briefing includes PG&E versions of the ICS 201 Initial Briefing form, ICS 208 Safety Message, ICS 230 and 230A Meeting and Reports Schedules, respectively. It is appended below or can

Company Emergency Response Plan

Version 6.1

be downloaded from [EOC Action Plan Workbook Template and ICS Forms](https://sps.utility.pge.com/sites/EOCResources/ICS%20Forms/Forms/AllItems.aspx)
(or <https://sps.utility.pge.com/sites/EOCResources/ICS%20Forms/Forms/AllItems.aspx>).

Brief Description of the Event									
Operational Period Objectives									
1									
2									
3									
4									
Weather Forecast									
- Link to DSO weather forecast and SOPP Model: http://weather/dso/									
Activations:									
	EOC		Bay Area REC		Central Coast REC		Central Valley REC		Northern REC
	ETEC		BA Divisions		CC Divisions		CV Divisions		Northern Divisions
	STOEC		Diablo		CC (Santa Cruz)		Fresno		Humboldt
	MTCC		East Bay OEC		San Jose/De Anza		Kern		North Valley
	ITCC		North Bay		Los Padres		Stockton		Sacramento
	HRCC		San Francisco		Mission		Yosemite		Sierra
	GEC				Peninsula				Sonoma
	CCECC								
	FCC Logs								
Command Staff					General Staff				
Position:			Name:		Position:			Name:	
EOC Commander					Operations Section Chief				
Deputy EOC Commander					Deputy Operations Section Chief				
IC Advisor					Planning Section Chief				
Liaison Officer					Deputy Planning Section Chief				
Safety Officer					Logistics Section Chief				

Customer Strategy Officer		Deputy Logistics Section Chief	
Public Information Officer (PIO)		Finance & Admin Section Chief	
Human Resources Officer		Deputy Finance & Admin Chief	
Full EOC Organization List and Emergency Center Communications Phone List (ICS 203, 205A)			
Link to Full EOC Organization List (ICS 203) and Emergency Center Communications List (ICS 205A): https://sps.utility.pge.com/sites/EOCResources/ICS%20Forms/Forms/AllItems.aspx?RootFolder=%2Fsites%2FEOCResources%2FICS%20Forms%2FEOC%20Action%20Plan%20Workbook%20Template%20and%20ICS%20Forms&FolderCTID=0x01200026B62901C0102047A5F9034719B06FA4&View=%7BE8D86E73%2DE05B%2D4AB4%2DB83B%2DBD411F9392A6%7D			
Prepared by: <name here>		Approved by: <name here>	

EOC incident activations exceeding one operational period will follow the PG&E EOC Action Plan document format below.

PG&E EOC Action Plan

Operational Period #:

Insert incident picture here

Incident Name:		OP#:
Date Prepared: date	Time Prepared:	
Operational Period (Date / Time)		
Start Date: date	Start Time:	
End Date: date	End Time:	
Prepared By:		Approved By:

Accompanying Documents

☐ [ICS 202 \(Incident Objectives\)](#)

[ICS 203 \(EOC Organization list\)](#)

[ICS 204 \(Assignment List\)](#)

[ICS 205A \(Communications List\)](#)

[ICS 206 \(Medical Plan EOC\)](#)

[ICS 207 \(Organization Chart\)](#)

[ICS 208 \(Safety Message\)](#)

[ICS 230 \(EOC Meeting and Schedule\)](#)

[ICS 230A \(EOC Report Schedule\)](#)

[Maps](#)

Weather Infrared Imagery and Radar

E.1.3 ICS 208 – EOC Safety Message

SAFETY MESSAGE	
Major Hazards and Risks	
•	
•	
•	
Narrative	
Prepared by:	Approved by:

E.2 ICS 230 – EOC Meeting Schedule

E.2.1 Operational, Period 1

Below is a sample meeting schedule for a Level 4/5 incident for Operational Period 1. The EOC meeting schedule and times change depending on the incident, especially during the first operational period. Note that the sample schedule below is for an operational period of 24 hours and two 12-hour shifts.

Meeting Schedule (commonly held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees (EOC unless noted)	Call / Location
Operational Period 1					
<< ENTER TIME>>	Incident Occurs				
<< ENTER TIME>>	Geosciences or Cybersecurity Call	Discuss incident and need to activate EOC.	Geosciences Director	VP, Electric Operations, Director, EP&R, Geosciences Director (for earthquake), Director of Cybersecurity (for cybersecurity incident)	Call
<< ENTER TIME>>	Executive Briefing	Line of business call where the VP Asset and Risk Management, Community Wildfire Safety Program informs the line of business (operating) executives about the incident, activation of the EOC and requests situational information for the next call.	Director, EP&R	Executive Team (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director, EP&R	Call
<< ENTER TIME>>	EOC Objectives Meeting	Review priorities, limitations and constraints. Create EOC objectives.	EOC Commander or Planning Section Chief	EOC Commander Planning and Operations Section Chiefs	EOC Exec Conference Room
<< ENTER TIME>>	EOC Initial Briefing	Provide information on what we know so far, high-level objectives, activities and safety to the first shift.	EOC Commander, Safety Officer	EOC Staff	EOC (room 118)

Meeting Schedule (commonly held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees (EOC unless noted)	Call / Location
<< ENTER TIME>>	EOC Operational Update Call	Share situation status, discuss limiting factors, critical resource needs, weather and safety. (Information will be used to later develop restoration strategies and to confirm objectives.)	Planning Section Chief	Section Chiefs: Planning, Operations, Logistics, Finance Officers: HR, Customer Strategy, Public Information Commanders: Electric REC ICs, SO&C GEC Branch Directors/Unit Leaders: Electric Distribution, Transmission/Substation, Power Generation, Sub / Tline, Resource Unit, Vegetation Management	Call
<< ENTER TIME>>	EOC Command & General Staff Meeting	Review information from Operational Update Call to validate objectives. IC gives direction to Command & General staff, including incident objectives and priorities.	Planning Section Chief	EOC Commander, Command & General Staff Situation Unit Leader Documentation Unit	EOC Exec Conference Room
<< ENTER TIME>>	EOC Objectives Meeting	Review priorities, limitations and constraints. Review EOC objectives for the next operational period.	EOC Commander or Planning Section Chief	EOC Commander Planning and Operations Section Chiefs	EOC Exec Conference Room
<< ENTER TIME>>	EOC Tactics Meeting	Discuss crew and other resource needs for the next Operational Period. Develop/review primary and alternate strategies to meet Incident Objectives for the next Operational Period.	Operations Section Chief	Section Chiefs: Operations Planning Logistics Unit Leaders: Resource Management Advance Planning	EOC Operations Room

Meeting Schedule (commonly held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees (EOC unless noted)	Call / Location
<< ENTER TIME>>	EOC Logistics Call	Logistics team discusses material and other resource needs for the next Operational Period to support tactics. (Not crew movement.)	Logistics Section Chief	Logistics: EOC, Electric REC/GEC, MTCC, Base Camp, Staging Area and Micro Site	Call
<< ENTER TIME>>	EOC Planning Meeting	Review status and finalize strategies and assignments to meet Incident Objectives for the next Operational Period.	Planning Section Chief	Determined by the IC/UC, e.g.: Planning Section Chief, Documentation Unit Leader, IC, Command & General Staff, Situation Unit Leader, Technical Specialists	EOC Exec Conference Room
<< ENTER TIME>>	Executive Briefing	PG&E is in a steady-state active restoration and response. This is a Line of Business call where each LOB provides a brief update of assessment, impact, limitations.	Director, EP&R	Executive Team, Director, EP&R	Call
<< ENTER TIME>>	EOC Staff Briefing – Night Shift	Provide objectives, activities and safety to next shift	EOC Commander, Safety Officer	EOC Staff	EOC (room 118)
<< ENTER TIME>>	EOC Operational Update Call	See above	See above	See above	Call
<< ENTER TIME>> next day (subject to change)	EOC Validation Call	Confirm if the plan is still valid or if changes still need to be made	Planning Section Chief	Section Chiefs: Operations, Planning, Logistics Unit Leaders: Resource Management Situation Regions: Electric REC ICs and Logistics Leads	Call

E.2.2 Operational Period 2 and later

Meeting Schedule (commonly held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees	Call / Location
Steady State					
<< ENTER TIME>>	Operational Period Begins				
<< ENTER TIME>>	EOC Operational Briefing – Day Shift	Provide objectives, activities, and safety to next shift.	EOC Commander, Safety Officer	EOC Staff	EOC Main Room
<< ENTER TIME>>	EOC Command Call & General Staff Meeting	IC gives direction to Command & General staff, including incident objectives and priorities. This is also a Line of Business call where each LOB provides a brief update of assessment, impact, limitations.	Deputy EOC Commander	EOC Commander, Command Staff, General Staff Section Chiefs, Technical Specialists as needed and Documentation Unit; COMPANY LEADERSHIP optional	EOC Exec Conference Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	EOC Operations Call	Operations status, resource plan, mutual assistance.	Operations Section Chief	EOC Operations and Logistics; Regional ICs, System Operations, Restoration, Transmission, Substation	EOC Operations Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	Company Leadership Call (Level 4/5)	This is a Leadership) call where the executives are informed of the current situation and consulted with, as needed.	Director, EP&R	Executive Team members (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director, EP&R	EOC Exec Conference Room and Call <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	EOC Supply Chain Logistics Call	Logistics team discusses material and other resource needs for the next Operational Period to support tactics.	Logistics Section Chief	EOC Logistics, Electric REC and GEC Logistics, MTCC Logistics, Base Camp Logistics	EOC Meeting Room <<ENTER CONFERENCE CALL # AND CODE>>

Meeting Schedule (commonly held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees	Call / Location
		(Not crew movement.)			
<< ENTER TIME>>	EOC Objectives Meeting	Review priorities, limitations and constraints. Review EOC objectives for the next operational period .	EOC Commander or Planning Section Chief	EOC Commander, Planning Section Chief, Operations Section Chief	EOC Exec Conference Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	EOC Operations Call (can be combined with Tactics Meeting)	Operations status, resource plan, mutual assistance.	Operations Section Chief	EOC Operations and Logistics; Regional ICs, System Operations, Restoration, Transmission, Substation	EOC Operations Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	EOC Tactics Meeting	Discuss crew and other resource needs for the next Operational Period. Develop/review primary and alternate strategies to meet Incident Objectives for the next Operational Period .	Operations Section Chief	EOC Staff: Operations Section Chief, Planning Section Chief, Logistics Section Chief, Resource Management Unit Leader, Advanced Planning Unit Leader	EOC Operations Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	EOC Supply Chain Logistics Call	Logistics team discusses material and other resource needs for the next Operational Period to support tactics. (Not crew movement.)	Logistics Section Chief	EOC Logistics, Electric REC and GEC Logistics, MTCC Logistics, Base Camp Logistics	EOC Meeting Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	EOC Command Call & General Staff Meeting	IC gives direction to Command & General staff, including incident objectives and priorities.	Deputy EOC Commander	EOC Commander, Command Staff, General Staff Section Chiefs, Technical Specialists as needed and Documentation Unit	EOC Exec Conference Room <<ENTER CONFERENCE CALL # AND CODE>>

Meeting Schedule (commonly held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees	Call / Location
<< ENTER TIME>>	EOC Planning Meeting	Review status and finalize strategies and assignments to meet Incident Objectives for the next Operational Period.	Planning Section Chief	Determined by the IC/UC. Often included: Planning Section Chief, IC, Command and General Staff, Situation Unit Leader, Documentation Unit Leader, Technical Specialists, as needed	EOC Exec Conference Room <<ENTER CONFERENCE CALL # AND CODE>>
<< ENTER TIME>>	EOC Staff Briefing— Night Shift	Provide objectives, activities, and safety to next shift.	EOC Commander, Safety Officer	EOC Staff	EOC Main Room
<< ENTER TIME>>	Leadership Call (Level 4/5)	This is a Leadership) call where the executives are informed of the current situation and consulted with, as needed.	Director, EP&R	Executive Team members (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director, EP&R	EOC Exec Conference Room and Call <<ENTER CONFERENCE CALL # AND CODE>>
Approved By:				Date/Time:	

E.3 ICS 230A – EOC Report Schedule

Sample EOC Report Schedule				
Date/Time	Report Name	Purpose	Responsible	Send to
As needed	Summary Report	Provides data on customers impacted, restored & remaining	Situation Unit Leader	EOC Command & General Staff
<< ENTER TIME>>	Weather Forecast Sent	Provide a snapshot in time of the current count & information	Technical Specialist – Weather	EO EOC Out
~ 1 hr. after activation	Initial EOC Action Plan	Contains objectives reflecting incident strategy, actions & supporting information for the next operational period	Documentation Unit Leader	EO EOC Out Gas South Out Gas North Out
<< ENTER TIME>>	Restoration Work Plan Update Report	Contains crew staffing plan for the next operational period	Advanced Planning Unit Leader	IC & Resource Management & Documentation Unit Leaders
<< ENTER TIME>>	EOC Intelligence Summary Report	Provides a snapshot in time of the current situation status	Situation Unit Leader	Documentation Unit Leader
<< ENTER TIME>>	Weather Forecast Sent	Provide a snapshot in time of the current information	Technical Specialist – Weather	EO EOC Out
<< ENTER TIME>>	Restoration Work Plan (if there are significant changes)	Contains updates, if any, to the crew staffing plan for next operational period	Advanced Planning Unit Leader	IC & Resource Management & Documentation Unit Leaders
<< ENTER TIME>>	Draft EOC Action Plan for next Op Period	Contains objectives reflecting incident strategy, actions, & supporting information for the next operational period	Documentation Unit Leader	IC & Planning Section Chief, Documentation Unit Leader
<< ENTER TIME>>	EOC Intelligence Summary Report	Provides a snapshot in time of the current situation status	Situation Unit Leader	Documentation Unit Leader
<< ENTER TIME>>	EOC Action Plan Draft for next Op Period Approved	Contains objectives reflecting incident strategy, actions, & supporting information for the next operational period	Documentation Unit Leader, IC, Planning Section Chief	IC, Planning Section Chief
<< ENTER TIME>>	Weather Forecast Sent	Provide a snapshot in time of the current count and information	Technical Specialist – Weather	EO EOC Out
<< ENTER TIME>>	Final EOC Action Plan for Op Period Sent	Contains objectives reflecting incident strategy, actions, & supporting information for the next operational period	Documentation Unit Leader	EO EOC Out Gas South Out Gas North Out
Approved by: (EOC Commander or Planning Section Chief)			Date/Time:	

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Appendix F. Mobile Command Vehicles (MCV)

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

FS personnel:

- Who are properly licensed are the only authorized drivers.⁴⁹
- Remain with the MCV until the emergency is over or they are relieved by other TS personnel
- Are responsible for setup, take down and performance management of the generating equipment while the MCV is operating

IT personnel:

- Operate and troubleshoot issues with MCV computers, communication and peripheral equipment

F.1 MCV Requests

F.1.1 During an Emergency Incident

To request an MCV during or in support of an impending emergency event:

- Contact the EOC On-call Coordinator at (415) 973-9999
- Press option 1 for Electric or 2 for Gas or 3 for Power Generation

Non-Emergency Incident

To request an MCV to support a non-emergency event such as emergency exercises, demonstrations and public awareness events during non-emergency activations:

- Submit an online reservation at <http://www/MCV/Reservations/Default.aspx>
- **At least five (5) working days before the event date**
- Non-emergency events may be cancelled, and vehicles may be redeployed in response to an emergency need

F.2 MCV Specifications

F.2.1 Type I MCV Commander

Commander's vehicle is shown in Figure 11-9; specifications listed in Table 11-4.

⁴⁹ California class "A" driver's license is required to drive a Commander and a California class "C" driver's license is required to drive a Sprinter.



Figure 11-9 Commander Mobile Command Vehicle (MCV)

Table 11-4 Commander Specifications and Features

Category	Specifications / Features	
Vehicle ID	Fresno B26034	Davis B26034
Quantity	2	
Use	<ul style="list-style-type: none"> • Medium - long duration incidents • Personnel near the emergency site 	
Length/Width/Height (L/W/H)	<ul style="list-style-type: none"> • 39' L • 8.5' W (add 10' on passenger side for awning and slide-outs and add 5' on driver side for slide-outs) • 13.6' H outside clearance needed; 7' H inside 	
Fuel Capacity	80 gallons	
Run Time for Generator Under Full Load	96 hours (assuming full tank of fuel, when parked on level ground)	
Workstations	<ul style="list-style-type: none"> • 12 Dell laptops, docking stations, external keyboards and mice • 1 Dell desktop, keyboard and mouse • 7 H-P monitors 	
TVs and DVD Player	<ul style="list-style-type: none"> • 1 LCD television (42") • 2 LCD televisions (32 ") • 6 LCD televisions (26 ") • 1 Blu-ray DVD player 	

Category	Specifications / Features
Phones and Radios	<ul style="list-style-type: none"> • 12 Yealink Enterprise SIP-T20P VoIP phones • 1 satellite phone • 5 Verizon mobile phones • 5 AT&T mobile phones • 2 Kenwood radios • 1 Tait radio • Raytheon ACU 2000IP controller • Wireless access point (WAP) • 1 Polycom conference phone
Other	<ul style="list-style-type: none"> • 1 plotter • 1 printer/scanner/fax • 1 conference table • 3 roof-mounted HVAC units • 1 refrigerator • 1 toilet • 2 sinks

F.2.2 Type II Lieutenant (Lt.) MCV Commander

The Type II MCV Lieutenant (Lt.) Commander is a smaller version of the Commander (Figure 11-10); specification listed in Table 11-5.



Figure 11-10 Type II Lieutenant MCV Commander

Table 11-5 Lieutenant Commander Specifications and Onboard Features

Category	Specifications / Features
Vehicle ID	B33896-SLO
Length/Width/Height (L/W/H)	<ul style="list-style-type: none"> • 30' L • 8.5' W (add 10' on passenger side for awning and slide-outs and add 5' on driver side for slide-outs) • 13.6' H outside clearance needed; 7' H inside
Fuel Capacity	80 gallons
Run Time for Generator Under Full Load	96 hours
Workstations	<ul style="list-style-type: none"> • 2 Dell laptops • 5 monitors • 1 Dell desktop
TVs and DirecTV Service	<ul style="list-style-type: none"> • 2 LCD televisions, one at the conference table and one mounted outside • 3 LCD televisions (42", 32", and 24") • DirecTV Service
Phones and Radios	<ul style="list-style-type: none"> • 10 Yealink VoIP phones • 1 Iridium Integrated satellite phone • 5 Verizon mobile phones • 5 AT&T mobile phones • 2 Kenwood VHF radios • 2 Tait UHF radios • Raytheon ACU 2000IP audit control unit

Category	Specifications / Features
	<ul style="list-style-type: none"> • 1 Wireless access point (WAP) • 1 Verizon MiFi • 1 AT&T MiFi • 1 Polycom conference phone
Other	<ul style="list-style-type: none"> • 1 plotter • 1 printer/scanner/fax • 1 conference table • WTI Sidewinder HD PTZ Camera • Wilson Cellular Amplifier • 3 roof-mounted HVAC units • 1 refrigerator • 1 toilet • 1 sink

F.2.3 Type III MCV Sprinter



Figure 11-11 Type III MCV Sprinter

Table 11-6 Sprinter Specifications and Features

Category	Specifications			
Vehicle ID	San Francisco B26036	Santa Rosa B26037	San Jose B26038	San Jose B26038
Quantity	4			
Use	<ul style="list-style-type: none"> • short-duration incidents • fewer capabilities than the Commander • personnel near the emergency site 			
Length/Width/Height	<ul style="list-style-type: none"> • 24' L • 6.6' W (add 10' on passenger side for awning and add 10' on driver side for data and phone jacks) • 10'6" H outside clearance needed (25' H outside clearance needed if deploying the cell/UHF antenna); 6.5' H inside 			
Fuel Capacity	26.4 gallons			
Run Time for Generator under Full Load	48 hours (assuming full tank of fuel, when parked on level ground)			
Workstations	<ul style="list-style-type: none"> • 2 laptops, external keyboards, mice and laptop stands • 1 desktop, wireless keyboard and mouse • 1 H-P LCD monitor 			
TVs	1 LCD television			

Category	Specifications
Radios and Phones	<ul style="list-style-type: none"> • 5 Yealink Enterprise SIP-T20P VoIP phones • 1 satellite phone • 5 Verizon mobile phones • 5 AT&T mobile phones • 2 Kenwood radios • 1 Tait radio • Raytheon ACU 2000IP controller • Wireless Access Point (WAP)
Other	<ul style="list-style-type: none"> • 1 plotter • 1 printer/scanner/fax • 1 roof-mounted HVAC unit

F.2.4 Emergency Communications Trailer MCV

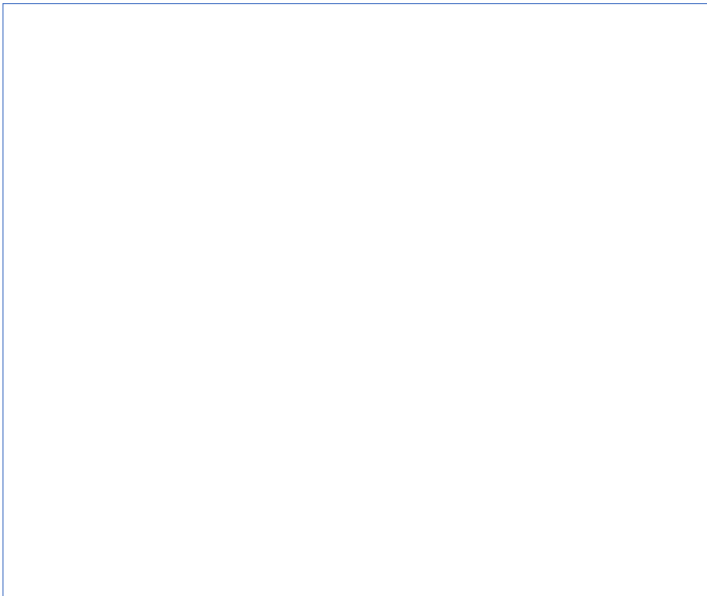


Figure 11-12 Emergency Communications Trailer MCV

Table 11-7 Emergency Communications Trailer Specifications and Features

Category	Specifications			
Vehicle ID	Marysville B24599	Santa Rosa B27825	Salinas B27824	Stockton B24600
Quantity	4			
Radios and Phones	<ul style="list-style-type: none">• 150 MHz repeaters/radios• 450 MHz repeaters/radios• Multi-band radio scanner• Future expansion to cell or satellite communications			

Appendix G. Phonetic Alphabet and 3-Way Communication

G.1 Phonetic Alphabet

What It Is

The phonetic alphabet specifies a word for each letter of the English alphabet. By using a word for each letter there is less chance that the person listening will confuse the letters. For example, some letters sound alike when spoken and can easily be confused, such as “D” and “B.” Using the phonetic alphabet, “Delta” and “Bravo” are more easily differentiated. The effects of noise, weak telephone or radio signals and an individual’s accent are reduced using the phonetic alphabet.

People use the phonetic alphabet and unit designators when describing unique identifiers for specific components. When the only distinguishing difference between two component labels is a single letter, then the phonetic alphabet form of the letter should be substituted for the distinguishing character. For example, 2UL-18L and 2UL-18F would be stated, “two UNIFORM LIMA eighteen LIMA” and “two UNIFORM LIMA eighteen FOXTROT.” Using the phonetic alphabet is unnecessary when using standard approved acronyms, such as “RHR” (residual heat removal).

When communicating operational information important to safety, people can use key words to convey specific meanings. For instance, individuals use the term “STOP” to terminate, immediately, any action or activity to avoid harm. “CORRECT” confirms understanding. “WRONG” conveys an incorrect understanding of the meaning of the intended message. Similarly, other words can be reserved for special meanings related to the organization’s operational activities.

Why It Is Important

Several letters in the English language sound alike and can be confused in stressful or noisy situations.

When to Apply

- When communicating alphanumeric information related to plant equipment noun names
- When the sender or receiver might misunderstand, such as sound-alike systems, high noise areas, or poor reception during radio or telephone communications

How to Do It

Letter	Word	Letter	Word	Letter	Word	Letter	Word
A	Alpha	H	Hotel	O	Oscar	V	Victor
B	Bravo	I	India	P	Papa	W	Whiskey
C	Charlie	J	Juliet	Q	Quebec	X	X-ray
D	Delta	K	Kilo	R	Romeo	Y	Yankee
E	Echo	L	Lima	S	Sierra	Z	Zulu
F	Foxtrot	M	Mike	T	Tango		
G	Golf	N	November	U	Uniform		

Coaching Tips

Observers should coach on the following attributes if they are not adequately demonstrated:

- Use phonetics for equipment labels, channels, safeguard trains or electrical phases
- Use specific or standard terms and avoid slang terminology
- Use a standard list of accepted acronyms and abbreviations
- Avoid similar-sounding words that have different meanings, e.g., increase and decrease
- Avoid using phonetic words other than those designated

G.2 Three-Way Communication

What It Is

The three-way communication technique is a human performance tool that helps ensure personal and public safety by promoting a reliable transfer of information and understanding, with the goal of ensuring the correct action (State, Repeat, Confirm). The person originating the communication is the sender and is responsible for enunciating and verifying that the receiver understands the message, as intended. The receiver restates or paraphrases his understanding of the message and repeats it back to the speaker for verification. The sender acknowledges that what the receiver heard and restated is correct.

For example: first, the sender gets the attention of the receiver and clearly states the message. Second, the receiver repeats the message in a paraphrased form, which helps the sender know if the receiver understands the message. The receiver restates equipment-related information exactly as spoken by the sender. Third, the sender confirms the message is properly understood or corrects the receiver and restates the message.

The weakest link of a communication is often the third leg because the sender may assume the receiver heard the message. If unclear, the receiver should ask for clarification, confirmation, or repetition of the message. If practical, it is helpful to support three-way communication with other information aids, such as procedures, work packages and indicators.

Why It Is Important

Three-way communication is used to promote a reliable transfer of information and understanding, with the goal of helping to ensure correct action.

When to Apply

Consider using three-way communication in verbal conversations involving:

- Operation or alteration of plant equipment
- Condition of plant equipment or the value of an important parameter
- Performance of steps or actions using an approved procedure
- Task assignments that impact plant equipment or plant activities
- Safety of personnel, the environment, or the planet

Coaching Tips

Observers should coach on the following attributes if they are not adequately demonstrated:

- Sender uses the receiver's name to get receiver's attention
- Sender speaks facing the receiver or makes eye contact when it is practical to do so
- Sender takes responsibility for what is said and heard
- Sender and receiver state their names and locations when using a telephone or radio
- Sender waits to communicate with someone already engaged in another conversation
- Sender states a manageable amount of information in one message and uses several messages to convey multiple actions
- Sender provides enough information to allow the receiver to understand the message
- Sender verifies that receiver understood the message
- Receiver is not reluctant to ask for clarification of the message
- Receiver permits communication to complete before taking action
- Receiver writes the message on paper when there are more than two items to remember
- Receiver is only given information related to the immediate task
- Receiver is mentally focused with the task at hand
- Workers do not overuse the tool for non-operational communications
- Workers use three-way communication regardless of expediting the task
- Messages are stated loudly enough to be heard
- Workers enunciate words clearly
- Workers are cognizant of miscommunication conflicts that can develop between what is said (content) and how it is said (feelings)

Appendix H. Acronyms and Glossary

H.1 Acronyms

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

Acronym	Definition
COP	Common Operating Picture
COST	Cost Unit Leader
CPR	Cardiopulmonary Resuscitation
CPUC	California Public Utilities Commission
CRESS	Corporate Real Estate Strategy and Services
CRM	Control Room Management
CSF	Cybersecurity Framework
CS-IMT	Cybersecurity Incident Management Team
CS-IRT	Cybersecurity Incident Response Team
CSO	Customer Strategy Officer
CUEA	California Utilities Emergency Association
CWSP	Community Wildfire Safety Program
DASH	Dynamic Automated Seismic Hazard
DCC	Distribution Control Center
DCPP	Diablo Canyon Power Plant
DHS	Department of Homeland Security
DMOB	Demobilization Unit Leader
DO	Distribution Operator
DOCL	Documentation Unit Leader
DOE	Department of Energy
DOT	Department of Transportation
DR	Disaster Recovery
DRP	Disaster Recovery Plan
DSO	Distribution System Operations
DSO SOPP	Distribution System Operations Storm Outage Prediction Project
DSR	District Storm Room
EAP	Emergency Action Plan; Employee Assistance Program
EC	Emergency Center
ECAP	Enterprise Corrective Action Program
ECI	Enterprise Continuous Improvement
ECT	Emergency Communications Trailer
ED	Electric Distribution
EDEC	Electric Distribution Emergency Center
EDM	Electric Damage Model
EDO	Electric Distribution Operations
EEI	Edison Electric Institute
ESF	Emergency Support Function
E-ISAC	Electricity Information Sharing and Analysis Center
EM	Emergency Management

Acronym	Definition
EMAP	Emergency Management Advancement Program
EMC	Emergency Message Center
EMO	Emergency Management Organization
EMT	Emergency Medical Technician
ENOC	Enterprise Network Operations Center
EOC	Emergency Operations Center
EOF	Emergency Operations Facility
EOP	Emergency Operations Plan
EP&R	Emergency Preparedness and Response
EPA	Environmental Protection Agency
EPC	Emergency Preparedness Coordinator
ERIM	Enterprise Records and Information Management
ERM	Enterprise Risk Management
ERO	Emergency Response Organization
ERP	Emergency Response Plan
ESF	Emergency Support Functions
ET	Electric Transmission
ETA	Estimated Time of Arrival
ETEC	Electric Transmission Emergency Center
ETOR	Estimated Time of Restoration
ETRM	Enterprise Technology Risk Management
EVP	Executive Vice President
FBI	Federal Bureau of Investigation
FCC	Facilities Coordination Center
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FIOC	Fairfield Information Operations Center (see FSCC)
FPL	Florida Power and Light
FSC	Finance Section Chief
FSCC	Fairfield Security Control Center
GC	Gas Construction
GCC	Gas Control Center
GD	Gas Distribution
GDCC	Gas Distribution Control Center
GDL	Guidance Document Library
GEC	Gas Emergency Center
GEP	Gas Emergency Preparedness
GERP	Gas Emergency Response Plan
GHG	Greenhouse Gas

Acronym	Definition
GIS	Geographic Information System
GO	General Office
G.O. 166	General Order 166
GSR	Gas Service Representative
GT	Gas Transmission
GT&D	Gas Transmission and Distribution
GTCC	Gas Transmission Control Center
HAZMAT	Hazardous Materials
HFTD	High Fire Threat District
HR	Human Resources
HRCC	Human Resources Coordination Center
HRO	Human Resources Officer
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-5	Homeland Security Presidential Directive 5
I&I	Intelligence and Investigations
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Evaluation
ILT	Instructor-Led Training
IMT	Incident Management Team
IP	Improvement Plan
ISFSI	Independent Spent Fuel Storage Installation
IT	Information Technology
ITCC	Information Technology Coordination Center
ITO	Information Technology Officer
IVR	Interactive Voice Response (Nuance)
JFO	Joint Field Office
JIC	Joint Information Center
LNG	Liquid Natural Gas
LNO	Liaison Officer
LOB	Line of Business
LSC	Logistics Section Chief
M&C	Maintenance and Construction
MAA	Mutual Assistance Agreement
MAC	Multi-Agency Coordination

Acronym	Definition
MACS	Multi-Agency Coordination System
MCV	Mobile Command Vehicle
MEBA	Major Event Balancing Account
MFS	Materials Field Services
MS-ISAC	Multi-State Information Sharing and Analysis Center
MTCC	Materials Transportation Coordination Center
MW	Megawatt
MYTEP	Multi-Year Training and Exercise Planning
NCRIC	Northern California Regional Intelligence Center
NERC	North American Electrical Reliability Corporation
NG-ISAC	Natural Gas Information Sharing and Analysis Center
NGO	Non-Governmental Organizations
NHAP	Natural Hazard Asset Protection
NIMS	National Incident Management System
NIST	National Institute of Standards and Technology
NMART	National Mutual Assistance Resource Team
NPG	Nuclear Power Generation
NRC	Nuclear Regulatory Commission
NRE	National Response Event
NREC	National Response Executive Committee
NRF	National Response Framework
NTSB	National Transportation Safety Board
O&M	Operations and Maintenance
OA	Operational Area
OEC	Operations Emergency Center
OES	Office of Emergency Services
OSC	Operations Section Chief
PG&E	Pacific Gas and Electric
PHMSA	Pipeline and Hazardous Materials Safety Administration
PIO	Public Information Officer
PPD	Presidential Policy Directive
PROC	Procurement Unit Leader
PSC	Planning Section Chief
PSPS	Public Safety Power Shutoff
PSS	Public Safety Specialist
PUD	Public Utility District
R&C	Restoration and Control
RAMP-UP	Resource Allocation Management Program
RCIOC	Rancho Cordova Information Operations Center

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

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

H.2 Glossary

ACTION PLAN: (See *Incident Action Plan*.)

AGENCY: Division of government with a specific function, or a non-governmental organization (e.g., private contractor, business) that offers a specific kind of assistance. The Incident Command System defines agencies as jurisdictional (having statutory responsibility for incident mitigation) or assisting or cooperating (providing resources or assistance). (See *Assisting Agency*, *Cooperating Agency* and *Multi-Agency Coordination*.)

ALLOCATED RESOURCES: Resources dispatched to an incident.

REGIONAL EMERGENCY CENTER: An organization established to 1) oversee management of multiple incidents being handled by an Incident Command System organization; or 2) oversee management of a large incident that has multiple Incident Management Teams assigned. A Regional Emergency Center has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed and ensure that objectives are met and strategies followed.

ASSIGNED RESOURCES: Resources checked in and assigned work tasks on an incident.

ASSIGNMENTS: Tasks given to resources to perform in a given operational period, based upon tactical objectives in the Incident Action Plan.

ASSISTANT: Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications and responsibility subordinate to the primary positions. Assistants may be used to supervise unit activities at camps.

ASSISTING AGENCY: Agency or organization providing personnel, services, or other resources to an agency with direct responsibility for incident management.

AVAILABLE RESOURCES: Incident-based resources ready for deployment.

BASE CAMP: Location where primary Logistics functions for an incident are coordinated and administered. An incident name or other designator is added to the words "Base Camp." The Incident Command Post may be co-located with the base camp.

BRANCH: Organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between section and division/group in the Operations Section and between section and units in the Logistics Section. Branches are identified by Roman numerals or by functional name (e.g., medical, security).

CACHE: Pre-determined complement of tools, equipment, or supplies stored in a designated location, available for incident use.

CHAIN OF COMMAND: Series of management positions in order of authority.

CHECK-IN: Process whereby resources first report to an incident.

CHIEF: ICS title of individuals responsible for command of functional sections, including Operations, Planning, Logistics and Finance/Administration.

CLEAR TEXT: Use of plain English in radio communications transmissions. Ten-codes and agency-specific codes are not used when using clear text.

COMMAND: Act of directing or controlling resources by virtue of explicit legal, agency, or delegated authority; may also refer to the Incident Commander.

COMMAND POST: (See *Incident Command Post*.)

COMMAND STAFF: Consists of the Deputy Incident Commander, Chief of Staff, Incident Command Advisor, Public Information Officer, Safety Officer, Liaison Officer, Customer Strategy Officer and Human Resources Officer. Command Staff report directly to the Incident Commander and may have an assistant or assistants, as needed.

COMMUNITY RESOURCE CENTER: Community Resource Centers open to help impacted customers and affected communities during a PSPS event. They are designed to offer customers a safe, energized location to meet their most basic power needs, such as charging cell phones and laptops. They are centers that will offer up-to-date information about the PSPS event and timing of restoration.

COMPACTS: Formal working agreements among agencies to obtain mutual assistance.

COMPENSATION UNIT/CLAIMS UNIT: Functional unit within the Finance/ Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

COMPLEX: Two or more individual incidents located in the same general area assigned to a single Incident Commander or to Unified Command.

COOPERATING AGENCY: Agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

COORDINATION: Process of systematically analyzing a situation, developing relevant information and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch action; however, personnel responsible for coordination may perform command or dispatch functions within limits established by specific agency delegations, procedures, or legal authority, etc.

COORDINATION CENTER: Describes any facility used for coordinating agency or jurisdictional resources in support of one or more incidents.

COST SHARING AGREEMENTS: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written, but can be oral between authorized agency and jurisdictional representatives at the incident.

COST UNIT: Functional unit in the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates and recommending cost-saving measures.

CREW: (See Single Resource.)

DELEGATION OF AUTHORITY: Statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. Delegation of Authority can include objectives, priorities, expectations, constraints and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

DEMOBILIZATION UNIT: Functional unit in the Planning Section responsible for ensuring orderly, safe and efficient demobilization of incident resources.

DEPUTY: Qualified person who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff and Branch Directors.

DIRECTOR: Incident Command System title for people responsible for supervising a branch.

DISPATCH: Implementation of a command decision to move one or more resources from one place to another.

DISPATCH CENTER: Facility from which resources are assigned to an incident.

DIVISION: Used to divide an incident into geographical areas of operation. A division is located within the Incident Command System organization between the branch and the task force/strike team. (See *Group*.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

DOCUMENTATION UNIT: Functional unit within the Planning Section responsible for collecting, recording and safeguarding all documents relevant to the incident.

EMERGENCY MANAGEMENT COORDINATOR/DIRECTOR: Person in each political subdivision who has coordination responsibility for jurisdictional emergency management.

EMERGENCY MEDICAL TECHNICIAN (EMT): Health-care specialist with skills and knowledge in pre-hospital emergency medicine.

EMERGENCY OPERATIONS CENTER (EOC): Pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

EMERGENCY OPERATIONS PLAN (EOP): Plan that each jurisdiction has and maintains for responding to appropriate hazards.

EVENT: Planned, non-emergency activity. The Incident Command System can be used as the management system for a wide range of events, e.g., parades, concerts, sporting events).

FACILITIES UNIT: Functional unit within the Support branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

FIELD OPERATIONS GUIDE: Pocket-size manual of instructions on the application of the Incident Command System.

FINANCE/ADMINISTRATION SECTION: Responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit and Cost Unit.

FUNCTION: In the Incident Command System (ICS), “function” refers to the five major activities in the ICS (i.e., Command, Operations, Planning, Logistics and Finance/Administration). The term “function” is also used when describing the activity involved, e.g. the planning function).

GENERAL STAFF: Group of incident management personnel reporting to the Incident Commander. Each may have a deputy, as needed. The General Staff consists of: Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance/Administration Section Chief.

GENERIC ICS: Description of the Incident Command System generally applicable to any kind of incident or event.

GROUP: Established to divide an incident into functional areas of operation. Groups are made of resources assembled to perform a special function not necessarily within a single geographic division. (See *Division*.) Groups are located between branches (when activated) and resources in the Operations Section.

HIERARCHY OF COMMAND: (See *Chain of Command*.)

HOT SITE: Duplicate of the original site of the organization, with full computer systems as well as near-complete backups of user data. Following a disruption to the original site, the hot site exists so that the

organization can relocate with minimal losses to normal operations. Ideally, a hot site will be up and running within a matter of hours or even less.

ICS NATIONAL TRAINING CURRICULUM: Series of training modules consisting of instructor guides, visuals, tests and student materials. Modules cover all aspects of Incident Command System operations and can be intermixed to meet specific training needs.

INCIDENT: An occurrence either human caused or by natural phenomena that requires action by emergency service personnel to prevent or minimize loss of life or damage to property or natural resources.

INCIDENT ACTION PLAN (IAP): Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The IAP may be oral or written. When written, the plan may have several forms as attachments, e.g., traffic plan, safety plan, communications plan and map).

INCIDENT COMMAND POST (ICP): Location where the primary command functions are executed. The ICP may be co-located with the incident base or other incident facilities.

INCIDENT COMMAND SYSTEM (ICS): Standardized on-scene emergency management concept designed to allow its users to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

INCIDENT COMMANDER (IC): Individual responsible for the management of all incident operations at the incident site.

INCIDENT MANAGEMENT TEAM (IMT): Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

INCIDENT OBJECTIVES: Statements of guidance and direction necessary for selection of appropriate strategies and tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

INCIDENT SUPPORT ORGANIZATION: Includes any off-incident support provided to an incident. Examples include agency dispatch centers, airports, mobilization centers, etc.

INITIAL ACTION: Actions taken by resources who are the first to arrive at an incident.

INITIAL RESPONSE: Resources initially committed to an incident.

JURISDICTION: Range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical, e.g., city, county, state, or federal boundary lines) or functional, e.g., police department, health department). (See *Multi-Jurisdiction Incident*.)

JURISDICTIONAL AGENCY: Agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

KIND: Nature of a resource, e.g., single, strike team).

LEADER: Incident Command System title for the person responsible for a task force, strike team, or functional unit.

LIAISON OFFICER (LNO): Member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

LIFE-SAFETY: Joint consideration of both life and physical well-being of individuals.

LOGISTICS SECTION: Responsible for providing facilities, services and materials for an incident.

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

MANAGEMENT BY OBJECTIVES: In the Incident Command System, this is a top-down management activity involving a three-step process to achieve the incident goal. The steps are: Establish the incident objectives, select appropriate strategies to achieve the objectives and provide tactical direction associated with the selected strategy. Tactical direction includes selection of tactics, selection of resources, resource assignments and performance monitoring.

MANAGERS: Individuals in Incident Command System organizational units who are assigned specific managerial responsibilities, e.g. Staging Area manager (STAM) Camp manager).

MESSAGE CENTER: Co-located or adjacent part of the Incident Communications Center. The Message Center receives records and routes information about resources reporting to the incident, resource status and administrative and tactical traffic.

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

MOBILIZATION: Processes and procedures used by federal, state and local organizations for activating, assembling and transporting all resources requested to respond to or support an incident.

MOBILIZATION CENTER: Off-incident location where emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

MULTI-AGENCY COORDINATION (MAC): General term describing the functions and activities of involved agency or jurisdiction representatives who meet to make decisions about prioritizing incidents and sharing/use of critical resources. The MAC organization is not a part of the on-scene Incident Command System or involved in developing incident strategy or tactics.

MULTI-AGENCY COORDINATION SYSTEM (MACS): Combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, the MACS is responsible for coordinating assisting agency resources and providing support in a multi-agency or multijurisdictional environment. A MAC group functions within the MACS.

MULTI-AGENCY INCIDENT: Incident where one or more agencies assist a jurisdictional agency or agencies. May be a Single or Unified Command.

MULTI-JURISDICTION INCIDENT: Incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In the Incident Command System, these incidents will be managed under Unified Command.

MUTUAL AID AGREEMENT: Written agreement between agencies or jurisdictions where each agrees to assist one another on request by providing personnel and equipment.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS): Program consisting of five major subsystems that collectively provide a total systems approach to all-risk incident management.

OFFICER: Incident Command System title for personnel responsible for the Command Staff positions of Safety, Liaison and Information.

OPERATIONAL PERIOD: Period of time scheduled for execution of a given set of operation actions, as specified in the Incident Action Plan. Operational periods can have varying lengths, typically not exceeding 24 hours.

OPERATIONS SECTION: Section responsible for all tactical operations at the incident, which typically includes branches, divisions or groups, task forces, strike teams, single resources and staging areas.

OUT-OF-SERVICE RESOURCES: Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

OVERHEAD PERSONNEL: Personnel assigned to supervisory positions that include Incident Commander, Command Staff, General Staff, directors, supervisors and unit leaders.

PLANNING SECTION: Responsible for the collection, evaluation and dissemination of tactical information related to the incident and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation and Demobilization units, as well as Technical Specialists.

PLANNING MEETING: Meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

PUBLIC INFORMATION OFFICER (PIO): Member of the Command Staff responsible for interfacing with the public, media and other agencies requiring information directly from the incident. There is only one PIO per incident. The PIO may have assistants.

RECORDERS: Individuals within the Incident Command System organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics and Finance/Administration units.

REINFORCED RESPONSE: Resources requested in addition to the initial response.

REPORTING LOCATIONS: Location or facilities where incoming resources can check-in at the incident. (See *Check-In*.)

RESOURCES: Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type, e.g., ground, water, air) and may be used in tactical support or overhead capacities at an incident.

SAFETY OFFICER: Member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

SECTION: Organization level with responsibility for a major functional area of the incident, e.g., Operations, Planning, Logistics, Finance/Administration). Organizationally, the section is between Branch Commander and Incident Commander.

SECTOR: Term used in some applications to describe an organizational level like an ICS division or group. Sector is not a part of Incident Command System terminology.

SEGMENT: Geographical area where a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numerals.

SERVICE BRANCH: Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical and Food units.

SINGLE RESOURCE: Individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used at an incident.

SPAN OF CONTROL: Supervisory ratio of three to seven people, with five-to-one being established as optimum.

STAGING AREA: Locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging areas are managed by the Operations Section.

STRATEGY: General plan or direction selected to accomplish incident objectives.

STRIKE TEAM: Specified combinations of the same kind and type of resources, with common communications and a leader.

SUPERVISOR: Incident Command System title for individuals responsible for command of a division or group.

SUPPORT RESOURCES: Non-tactical resources supervised by the Logistics, Planning, Finance/Administration Sections, or Command Staff.

SUPPORTING MATERIALS: Refers to several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan and medical plan).

TACTICAL DIRECTION: Direction given by the Operations Section Chief that includes tactics appropriate for the selected strategy selection and assignment of resources, tactics implementation and performance monitoring for each operational period.

TASK FORCE: Combination of single resources assembled for a particular tactical need, with common communications and a leader.

TEAM: (See Single Resource.)

TECHNICAL SPECIALISTS: Personnel with special skills that can be used anywhere in the Incident Command System organization.

TYPE: Refers to resource capability. "Type 1" resources provide greater overall capability due to power, size, capacity, etc., than would be found in "Type 2" resources. Resource typing provides managers with additional information in selecting the best resource for the task.

UNIFIED AREA COMMAND: Established when incidents under a Regional Emergency Center are multi-jurisdictional. (See Regional Emergency Center and *Unified Command*.)

UNIFIED COMMAND (UC): In the Incident Command System, Unified Command is a unified team effort that allows all agencies with responsibility for an incident, either geographical or functional, to manage an incident by establishing a common set of objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

UNIT: Organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

UNITY OF COMMAND: Concept by which each person in an organization reports to only one designated person.

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