Company Emergency Response Plan (CERP)

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June 26, 2019

Team,

I am happy to present you with the Company Emergency Response Plan (CERP) version 5.0. We appreciate the productive collaboration and attention to detail that you brought to the annual CERP review process. Like all of you, our aim is to refine our processes until we eliminate and/or reduce our risks before, during, and after catastrophic emergencies.

This version of our emergency plan builds from the core processes that work to expand our capabilities with new roles and resources that enhance our emergency response and restoration. Some of the enhancements in our Plan are:

- Details about the Public Safety Power Shutoff program
- New positions: Vegetation Management Branch Lead, Aviation Operations Branch Director, Officer-In-Charge, Emergency Management Liaison, PSPS Liaison, WSOC Technical Specialist
- New Fire Potential Index and Outage Producing Wind Models to inform operational decisions
- Enhanced Community Wildfire Safety Program, High Fire Threat District Map, Wildfire Safety Operations Center
- As in last year's CERP update, new information is highlighted with a ▲

We are invigorated by the level of your participation in our emergency management program on a day to day basis, and encourage you to take further action to increase your personal readiness:

1. Take a few minutes to review the latest CERP on the GDL – Ensure that you have an accessible copy to consult in a tech-down situation (such as a memory stick or the C drive on a laptop).
2. Implement personal emergency preparedness at home, in transit, and at work. A first step toward preparing is the development of an emergency plan. Use this template: Personal Emergency Plan and Kit found at http://pgeweb.utility.pge.com/topics/epr.
3. Learn one emergency role by volunteering to receive training to serve in your local emergency center (EOC, AC, storm room, GEC, or OEC). Email **REDACTED** to talk about an emergency role.

If you have any questions, comments or ideas to be included in the next version of the CERP, please email us at EPRCERP@pge.com. We value your insight and appreciate your feedback.

Sincerely,

REDACTED

Acting Director, Emergency Preparedness and Response Support

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Table of Contents

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Preface

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Department	Leadership Team	Review Team
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Department	Leadership Team	Review Team
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Pacific Gas and Electric Company   **Company Emergency Response Plan**

2019 CERP Change Request Form

To request changes, corrections or additions to the Company Emergency Response Plan (CERP), submit a completed copy of this form, EMER-2002F, CERP Change Request Form, to EPRCERP@pge.com.

Proposed change(s) that impact the organizational structure, plan role accountability, critical emergency response operations, or response activities at key facilities will be incorporated within 60 days. Other request(s) received:

- Before April 30, 2020 will be incorporated into the current annual review cycle.
- After April 30, 2020 will be incorporated in the following annual review.

SUBMISSION INFORMATION

Submitted By: **Change Topic Subject Matter Expert:**

Title: _____   **Title:** _____

Phone: _____ **LAN ID:** _____   **Phone:** _____ **LAN ID:** _____

Has this submission been reviewed by a departmental SME?   ☐ Yes ☐ No

Note: Submissions of changes that have *not* had SME review may require a longer review and approval process, depending on complexity and scope of change requested, and should therefore be submitted as early as possible.

CERP REFERENCE INFORMATION

Type of revision:

☐ Correction
☐ Addition
☐ Deletion

Reason:

Information is

☐ Incorrect
☐ Incomplete
☐ Obsolete
☐ Other (please specify): _____

Section:

☐ **1** Introduction
☐ **2** Company Overview
☐ **3** Risk/Hazard Overview and Emergency Planning Assumptions
☐ **4** Incident Management Command Concepts and Guidelines
☐ **5** EOC Staffing
☐ **6** Emergency Facilities

☐ **7** External Relationships
☐ **8** Concept of Operations
☐ **9** Resource Management, Mutual Assistance and Demobilization
☐ **10** Coordination and Communication
☐ Appendices (please specify below)
☐ Other (please specify below)

Proposed content change (attach additional pages and reference information if necessary)**:**

Submit to EPRCERP@pge.com.

FOR EMERGENCY PREPAREDNESS AND RESPONSE USE ONLY – DO NOT WRITE BELOW THIS LINE

Revision Immediacy Type: ☐ **Immediate** ☐ **Annual**

Date Received: _____   Date Closed: _____   Completed by: _____

PG&E   EMER-2002F

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Change Record

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2018	TOC	2019	Type	Change Detail	SME

2018	TOC	2019	Type	Change Detail	SME
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1   Introduction

1.1   Purpose

The purpose of the Company Emergency Response Plan (CERP), herein referred to as "the CERP" or "the Plan," is to assist Pacific Gas and Electric (PG&E) personnel with safe, efficient and coordinated response to an emergency incident affecting gas or electric generation, distribution, storage and/or transmission systems within the PG&E service territory or the people who work in these systems.

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 territory
- 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.

Our Mission
To safely and reliably deliver affordable and clean energy to our customers and communities every single day, while building the energy network of tomorrow.

Our Vision
With a sustainable energy future as our North Star, we will meet the challenge of climate change while providing affordable energy for all customers.

Our Culture
We put safety first.

We are accountable. We act with integrity, transparency and humility.

We are here to serve our customers.

We embrace change, innovation and continuous improvement.

We value diversity and inclusion. We speak up, listen up and follow up.

We succeed through collaboration and partnership. We are one team.

"Every PG&E employee and contractor should understand and live up to the expectations and requirements laid out in our Code of Conduct."

—Bill Johnson, CEO and President
PG&E Code of Conduct (July 2019)

Together, Building a Better California

Figure 1-1-1 PG&E's Mission, Vision and Culture Statements[1]

1.4   PG&E's Emergency Planning and Response Priorities

At PG&E all emergency planning and 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

These priorities are maintained through all phases of response to an emergency and are the foundation of the CERP base plan:

- Consistent incident management, planning and response concepts, processes and procedures

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

- 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

- Use industry best practices to conduct emergency operations

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

1.5 Document Organization

Emergency management plans flow 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 Company Emergency Response Plan (CERP) consists of a base plan, appendices and annexes (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 and are generally referred to as the "[Business Unit] Annex". Functional annexes are updated by the function (Line of Business or relevant business unit); hazard-specific annexes are updated by Emergency Preparedness and Response (EP&R).

The sections below further describe the CERP base plan and annexes.
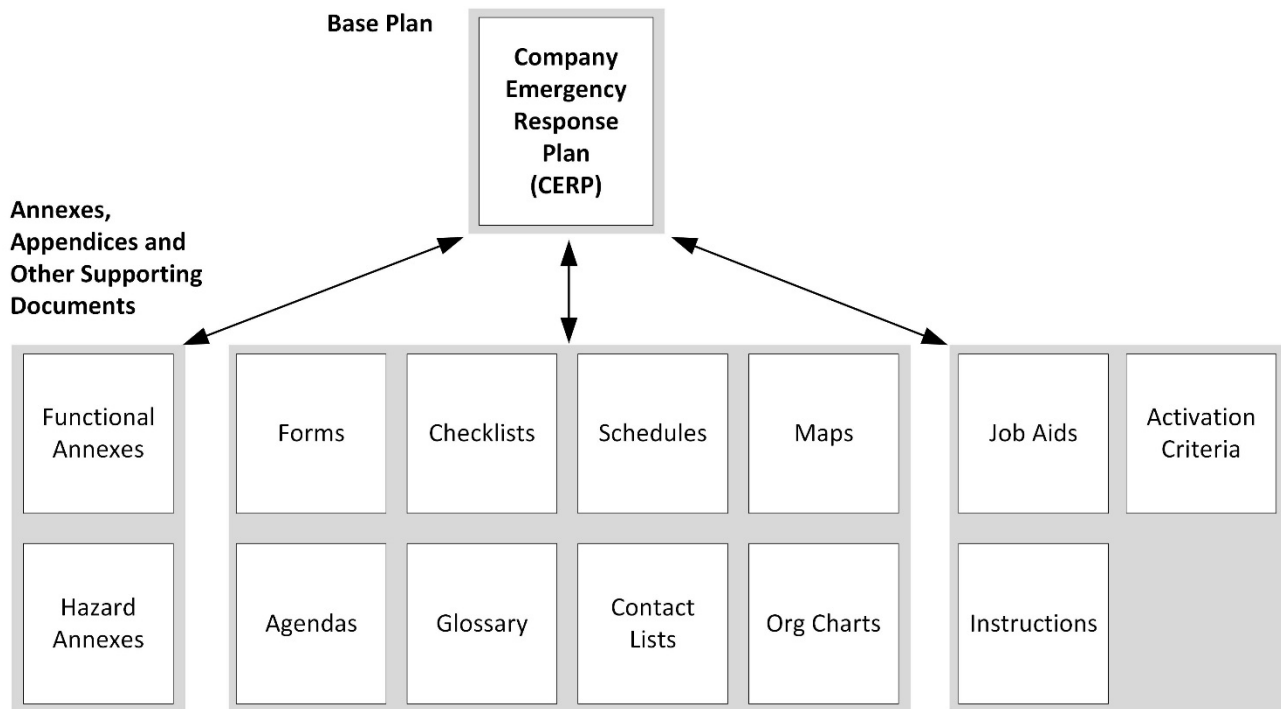
Figure 1-1-2 Company Emergency Response Plan and Supporting Documents

The CERP Base Plan is generally referred to as "the CERP" and is organized as follows:

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
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 Command 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 Corporate Incident Management Council (CIMC), 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 reference back to the CERP and other annexes, or specific procedures. Annexes are reviewed annually and are structured similarly to the CERP.

Table 1.2 CERP Annexes

Type of Annex	Name of Annex
Functional Annexes	• Electric Annex • Gas Emergency Response Plan (GERP) • Power Generation Annex • Nuclear Annex • Aviation Services Annex • Human Resources (HR) Annex • Logistics Annex • Emergency Communication Annex • Workforce Management/Contact Center Operations (WFM/CCO) Annex • Information Technology (IT) Annex
Hazard Annexes	• Cybersecurity Annex • Earthquake Annex • Wildfire Annex[2]

1.6 Plan Maintenance

The VP Asset and Risk Management, CWSP (Community Wildfire Safety Program) owns the CERP. Maintaining the CERP is delegated to the EP&R department. EP&R reviews and updates the CERP with input from various subject matter experts (SMEs) in Electric, Gas, Law, Corporate Affairs, Regulatory Affairs, Customer Care, Power Generation, Information Technology, Human Resources, Finance, and other Lines of Business. EP&R facilitates the annual review and maintenance of the company Annexes as needed to meet regulatory requirements.[3]

The CERP is updated and approved annually by June 30 and is published in PG&E's Guidance Document Library (GDL). Functional and hazard-specific annexes to the CERP are updated annually by September 30 and are also published in the GDL.

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 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

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[2] Under development with publication expected in 2019.

[3] Refer to PG&E EMER-2001S, Company Emergency Operations Plans Standard for details on maintenance and distribution. Document can be found in PG&E's Guidance Document Library at this link: http://wwwedm/cgi-bin/getdoctdm.asp?itemid=005809539. Links validated July 1, 2019.

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[4] and the California Public Utilities Commission (CPUC):

- General Order 166, "Standards for Operation, Reliability and Safety During Emergencies and Disasters"[5]

- 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,"[6] which cites federal regulation 49 CFR § 192.615, "Transportation of Natural and Other Gas by Pipeline: Minimum Federal Safety Standards: Operations - Emergency Plans"[7]

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.

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[4] Document EMER-2001S, Company Emergency Operations Plans Standard is available here:
http://pgeweb.utility.pge.com/guidance/pages/emergencyresponse.aspx. Link validated July 1, 2019.

[5] To access CPUC GO 166, see link above or http://www.cpuc.ca.gov/gos/GO166/GO166_startup_page.html. Link validated 06/29/2019.

[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 06/29/2019.

[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 06/29/2019.

2   Company Overview

2.1   Territory

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, and Contractors[8]: 35,660
- Circuit miles of electric distribution lines: 106,681
- Circuit miles of electric transmission lines: 18,466[9]
- Miles of gas distribution pipelines: 42,141
- Miles of gas transmission pipelines: 6,438
- Powerhouses in hydroelectric system: 67
- Reservoirs in hydroelectric system: Nearly 100

Customers[10]

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

2.1.1 Fire Potential Index

2.2   PG&E Organizational Structure

On January 29, 2019, PG&E filed for Chapter 11 bankruptcy. This is a court-supervised proceeding that allows companies to reorganize their finances and resolve liabilities while continuing to operate their businesses. As a part of this filing, PG&E is undergoing significant

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[8] Employee and non-employee information from the GN 801 Employee and Non-Employee Report as of May 28, 2019. 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 accessed 05/28/2019.

reorganization to refocus and finetune its governance structure and business operations with major emphasis in achieving increased performance and results specifically in wildfire mitigation and emergency management. As of May 28, 2019, the PG&E Corporation is in the midst of planning and incorporating new upper 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 CEO:[11]

Table 2.1 PG&E Organizational Structure

Line of Business	Responsibilities
Office of President and CEO	
Customer Care	Responsible for Customer Service, Security, Customer Energy Solutions, CC Regulatory Policy & Compliance, Information Technology, Aviation Services, Business Operations, Transportation Services and Customer Operations
Ethics and Compliance	Responsible for proactively maintaining compliance with laws, regulations and internal policies while also promoting a culture of transparency and speaking-up to identify and correct problems before they become more serious
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 Corporate Real Estate Strategy & Service (CRESS), Operations, Service Delivery & Inclusion, Total Rewards, PG&E Academy and Supply Chain/Materials
Law, Strategy and Policy	Responsible for Strategy Integration, Law, Strategy and Policy, Federal Affairs, Regulatory Affairs, General Counsel, Law, Strategy and Policy, Marking and Communications and Energy Policy and Procurement
Safety, Health, ECAP & DOT	Responsible for Enterprise Corrective Action Program, Enterprise Safety Management System, Business & Performance Management, Program Management, Planning and Governance, Enterprise Correction Action Program, Safety & Health, Business Operations, DOT & Regulatory Compliance, and Safety Strategy and Governance
PG&E Utility	
Electric Operations	Responsible for operation of the Electric LOB activities, including Electric Operations, Electric Asset Management, Major Projects and Programs, Electric Transmission Operations, Regulatory Compliance & Quality Assurance, Community Wildfire Safety Program and Electric Asset Management
Gas Operations	Responsible for operation of the Gas LOB activities, including the gas Transmission and Distribution Operations and Construction, Asset Management and System Operations, Gas Engineering and Design, and Safety Quality and Contract Management
Generation	Responsible for operation of the Generation LOB activities, including Nuclear Services, Alliance & Change Management, Regulatory, Risk Management & Decommissioning, Business Operations, Quality Verification and Employee Concerns

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[11] Structure as reflected in Who's Who organizational chart, July 1, 2019.

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 includes Transmission and Distribution and is comprised of

- 4 regions – Northern, Bay Area, Central Coast and Central Valley
- 19 divisions
- 47 districts[12]

Distribution

- 769 Distribution substations[13]
- 3 Distribution Control Centers – North, Central, and South
- 100,000-line circuit miles[14]

Transmission

- 84 Transmission substations (includes switching station and junctions)[15]
  - Inter-connected with electric power systems throughout 14 US states, 2 Canadian provinces, and parts of Mexico
- 2 Transmission Control Centers[16]
  - **REDACTED**

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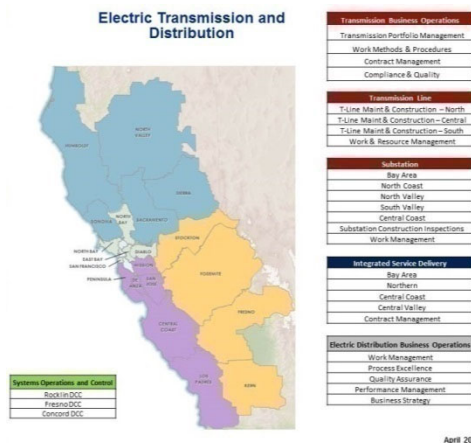
Figure 2-1 Electric Transmission and Distribution

See Appendix A for a larger map and details

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[12] Source: LBGIS.ElecMCDistricts.

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

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

[15] 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.

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

2.3.2 Gas Operations

Gas Operations includes transmission, distribution, storage and Gas Operations Center.

Transmission

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

REDACTED

Figure 2-2 Gas Operations

See Appendix A for larger map and details

Distribution

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

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2.3.3 Power Generation

PG&E's Power Generation business consists of hydroelectric, fossil and solar generation.[18]

Hydro Generation

- ~3,900 megawatts of generation and comprises more than 25 FERC Project Licenses
- 66 powerhouses with:

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[17] Figure 2.2 Field Services Areas, GERP version 6.0 p. 2-8.
[18] Updated by Power Generation Public Safety 07/2018.

- ◦ 105 generating units
- ◦ 98 reservoirs
- ◦ 73 diversions
- ◦ 170 dams
- ◦ 168 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
- ◦ ~140 acres of fee owned land
- ◦ 3 major service yards
- 7 contracts with Irrigation Districts and Water Agencies that provide just over 1,000 megawatts of capacity to the generation portfolio
- Additional detail for each hydro area may be found at the following links:
  - ◦ **REDACTED**

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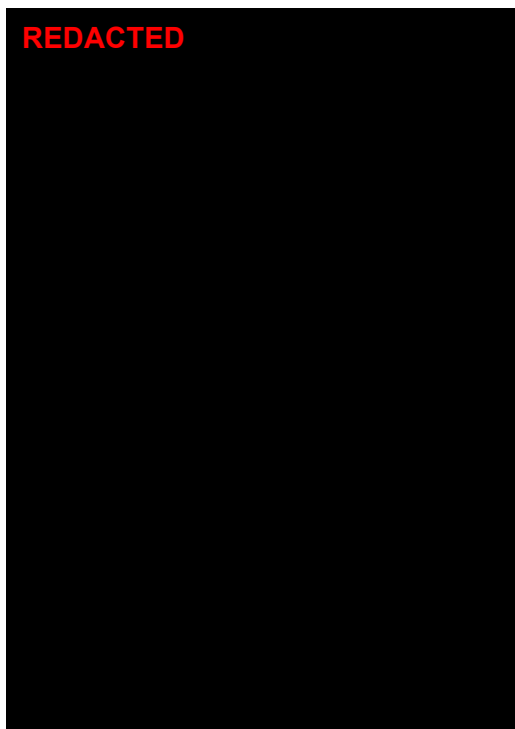
Figure 2-3 Power Generation

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.

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 includes[19]:

- 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).

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.

Figure 2-4 Nuclear Generation

See Appendix A for larger map and details.

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

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

significant public scrutiny in the even they experience a sustained outage

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

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

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 Critical, County Critical, and Essential Customer Definitions job aid.[20]

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[20] Complete URL as of July 1, 2019 is
https://sps.utility.pge.com/Sites/EOCCustomerStrategy/Shared%20Documents/Job%20Aid%20Critical%20Critical%20County%20and%20Essential%20Customers_April%202019.pdf.

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 emergency operations, 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), Corporate Incident Management Council (CIMC), 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 team is a component of the Community Wildfire Safety Program (CWSP) and is responsible for company-wide emergency preparedness and response. EP&R's structure focuses on:

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- pre-incident strategies and analytics
- all-hazards planning and community outreach
- exercises and company readiness.

In 2018, EP&R introduced the PG&E Wildfire Safety Operations Center (WSOC). This team was established to detect, mitigate, communicate and respond to fire. For more information on the WSOC, see Section 6.2.7.

EP&R protocols are based on industry standards, utility practices and PG&E's post-incident analysis to adopt continuous improvements, including:

- 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
- Building and maintaining internal and public partnerships
- 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, people 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
- Annually developing and submitting to the CPUC the GO 166 report

More information about the EP&R team is available on the EOC Resources 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 also serves as a liaison with public safety agencies during emergencies.

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 Electric Annex, Electric Emergency Plan for Capacity Emergencies and BCPs

Figure 2-5 Electric Emergency Management Webpage

- Conducts training and exercises to ensure the readiness of Electric Area Command (AC) 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

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[21] Complete URL as of 10/03/2018 is https://sps.utility.pge.com/sites/EOCResources/SitePages/Home.aspx.
[22] Complete URL as of 10/03/2018 is http://pgeweb/electric/emergency/Pages/default.aspx.

- Gas Emergency Response Plan Training, Exercise and Evaluation 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 Response Operations Team is comprised of four Emergency Preparedness Coordinators (EPCs), an Expert EPC, and a Supervisor. This team is organized by specific territories and are spread throughout the gas system and respond to gas emergency centers.

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.**

2.5.4   Diablo Canyon Power Plant (DCPP) Emergency Preparedness

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

- Ensures a highly trained Emergency Response Organization (ERO) is ready to respond

- Prepares and updates detailed emergency plans and procedures

- Maintains emergency response facilities, equipment and resources within strict federal regulations that govern the program, including

  ◦ The ERO's rotating on-call teams to ensure that continuous 24-hour operations can be sustained

- Coordinates emergency preparedness integration with local, state and federal government agencies and the PG&E corporate Emergency Preparedness and Response organization
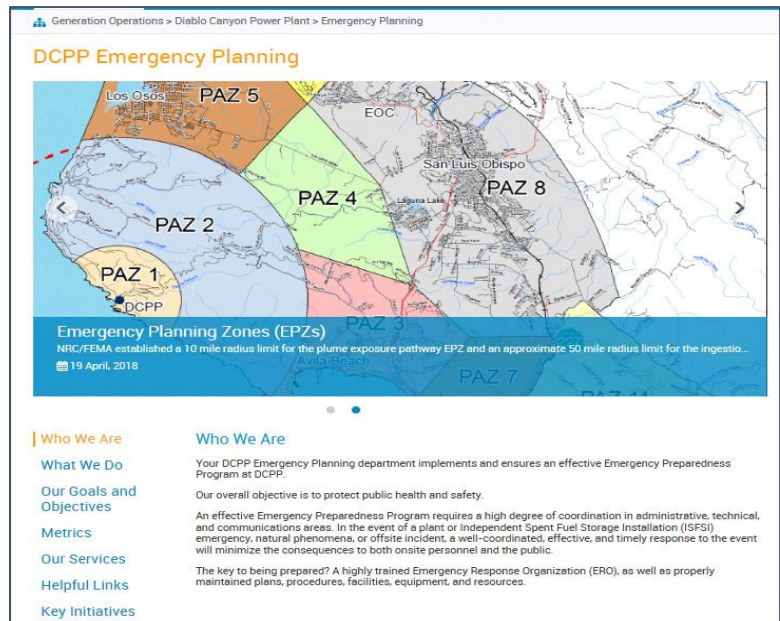
Figure 2-6 DCPP Emergency Planning Webpage

More information about DCPP Emergency Preparedness is available on the DCPP Emergency Planning intranet site.

2.5.5 Power Generation Emergency Preparedness
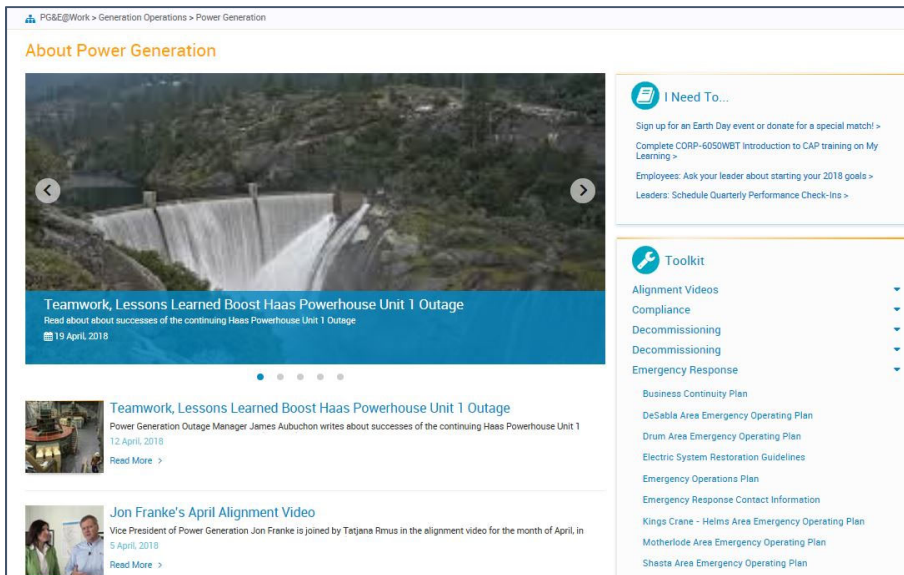
Figure 2-7 Power Generation Emergency Preparedness Webpage

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. 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

2.6   PG&E Emergency Management Organization

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

- The CIMC 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   Corporate Incident Management Council (CIMC)

Pacific Gas and Electric Corporation, the holding company for Pacific Gas and Electric Company, sets the strategic direction for the company and is responsible for communications with PG&E's Board of Directors, shareholders, financial investors, and elected government representatives.

The PG&E CIMC provides executive oversight, policy advice and strategic planning. The CIMC consists of the CEO, CEO/President for Utility, Senior Vice Presidents, Senior Director, and other incident critical roles described in Table 2.3 Corporate Incident Management Council (CIMC) – Support Staff. In 2019, the CIMC members were reviewed to reflect PG&E's current organizational structure. The table below reflects the proposed CIMC composition.[23]

The Director of EP&R, CEO, and Chief of Staff among others, support the CIMC.

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[23] CIMC membership approval pending as of June 15, 2018.

Table 2.2 Corporate Incident Management Council (CIMC) – Members (Proposed)

Council Member	Responsibilities
President and Chief Executive Officer (CEO)	• Chaired by the CEO of PG&E Corporation or a President of PG&E Company designated by the CEO
President and Chief Operating Officer (COO)	
Executive Vice President (EVP) and General Counsel*	• Provides executive oversight
Senior Vice President (SVP) Chief Ethics and Compliance Officer & Deputy GC*	• Advises on policy
SVP and Chief Financial Officer (CFO)*	• Communicates with the Board Members regarding issues of national attention affecting PG&E
SVP Strategy and Policy*	
SVP HR and Chief Diversity Officer	• Participates in strategic planning and decision-making on long-term recovery activities
SVP and Chief Information Officer (CIO)	
SVP Electric Operations	• Authorizes financial support of an event
SVP and Chief Customer Officer (CCO)	• May issue a company statement, if needed[24]
SVP Gas Operations	
SVP Energy Policy and Procurement	
Vice President (VP) Electric Transmission Operations	***** Denotes PG&E Corporation All others PG&E Company
VP and Chief Security Officer	
VP Nuclear Generation and Chief Nuclear Officer	
VP Power Generation	
VP Safety, Health and Chief Safety Officer (CSO)	

Table 2.3 Corporate Incident Management Council (CIMC) – Support Staff

CIMC Support Staff	Responsibilities
Director of EP&R	• Serves as the CIMC Coordinator
Chief of Staff to the CEO	• Assists the CIMC Committee and CIMC Coordinator
SMEs	• Consulted to assist the CIMC in formulating strategies
Delegates	• Designated to serve in CIMC members' absence
Alternate Staff	• Assigned by the Chair to augment the CIMC in a protracted incident • Ensures that critical information is immediately shared with CIMC members Note: • Support and alternate staff have no decision-making authority • CIMC retains its full decision-making responsibilities

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[24] The PIO serves as PG&E's official POC for outgoing announcements.

2.6.2 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 respond to and work at the EOC, at a PG&E Incident Command Post (ICP), or in one of the company's emergency centers. 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. DCPP, 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 Risk Management and Emergency Management

Enterprise and Operational Risk Management (EORM) has various tools and a procedure[25] 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:

- Consistent emergency response principles and processes apply to most incidents

- Practices should easily integrate with external first responders by incorporating compatible NIMS 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

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[25] 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 Area Command (AC) 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, public and employee safety is PG&E's number 1 priority. Table 3.2 lists assumptions and their external, company and employee impacts. The initial two assumptions on which PG&E plans for catastrophic events are:

- PG&E's "make safe first" focus may delay service restoration

- 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	• 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	• 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	• 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 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 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. The model runs daily (more often during storm events) to predict the following:

Figure 3-2 Sample DSO SOPP Model Forecast

- Sustained Outages (SO)

- Customers Experiencing Sustained Outages (CESO)

- Resources (Troublemen 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

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

3.2.2 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.

Figure 3-3 Napa Earthquake, August 24, 2014

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

These scenarios represent incidents that can have a significant impact to PG&E's service territory. For more information, refer to the Earthquake Annex.[26] 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.

Currently tsunami hazard is not addressed by the DASH system, and the best source of 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.

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[26] Document EMER-3101M, Earthquake Annex, is available here:
https://edrm.comp.pge.com/D2/servlet/Download?auth=basic&event_name=open&version=CURRENT&id=09131aad88fd384e&format=pdf&_docbase=pge_ecm. Link validated July 1, 2019.

3.2.3 Cybersecurity

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

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

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:

Identify ▸ Protect ▸ Detect ▸ Respond ▸ Recover

In 2018, PG&E updated its Cyber Hazard Annex to the Company Emergency Response Plan (CERP) and conducted training and exercises to test the plan.

3.2.4 Wildfire-Related Emergencies

Extreme weather events driven by climate change are causing unprecedented and unanticipated wildfires. Years of drought, extreme heat and 147 million dead trees have created a "new normal." To meet these challenges, PG&E is bolstering its wildfire planning, prevention[27], mitigation, recovery, and emergency response efforts, putting in place new and enhanced safety measures such as the Public Safety Power Shutoff (PSPS) Program, and doing more over the long term to harden our electric system to help reduce wildfire risks and keep our customers safe. See section 3.2.4.1 for more information about the Public Safety Power Shutoff Program.

The figures below depict the CPUC's High Fire Threat District (HFTD) Map, adopted in January 2018, and describe PG&E's Community Wildfire Safety Program, which implements additional precautionary measures intended to help reduce wildfire threats.

In 2018 PG&E initiated the Community Wildfire Safety Program (CWSP), which bolsters wildfire prevention and emergency response efforts, working with our communities on new and enhanced safety measures and – longer term – hardening our electric system and integrating new technologies. The slides below are examples of educational materials shared with our communities. The Wildfire Safety Plan[28] contains PG&E's programs and strategies to manage wildfire emergencies.

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[27] The Wildfire Annex is under development and is expected to be published and accessible from the Guidance Document Library in 2019.
[28] The 2019 Community Wildfire Safety Plan among other information resources about the program is located on Community Wildfire Safety Program intranet site at http://pgeweb.utility.pge.com/topics/CommunityWildfireSafety .

Community Wildfire Safety Program

REAL-TIME MONITORING AND INTELLIGENCE

- Coordinating prevention and response efforts by monitoring wildfire risks in real time from our **Wildfire Safety Operations Center**

- **Expanding our network of PG&E weather stations** to enhance weather forecasting and modeling

- Supporting the **installation of new high-definition cameras** in high fire-threat areas

NEW AND ENHANCED SAFETY MEASURES

- Further enhancing vegetation management efforts to **increase focus on vegetation that poses a higher potential for wildfire risk**

- **Conducting accelerated safety inspections** of electric infrastructure in high fire-threat areas

- **Disabling automatic reclosing of circuit breakers and reclosers** in high fire-risk areas during wildfire season

- **Proactively turning off electric power for safety (Public Safety Power Shutoff)** when gusty winds and dry conditions combine with a heightened fire risk.

SYSTEM HARDENING AND RESILIENCY

- Installing **stronger and more resilient poles** and **covered power lines**, along with **targeted undergrounding**

- **Upgrading and replacing electric equipment and infrastructure** to further reduce wildfire risks

- **Working with communities to develop new resilience zones** to provide electricity to central community resources during a Public Safety Power Shutoff event

Following the wildfires in 2017 and 2018, some of the changes included in this presentation are contemplated as additional precautionary measures intended to further reduce future wildfire risk.

Figure 3-4 We Are Taking Action
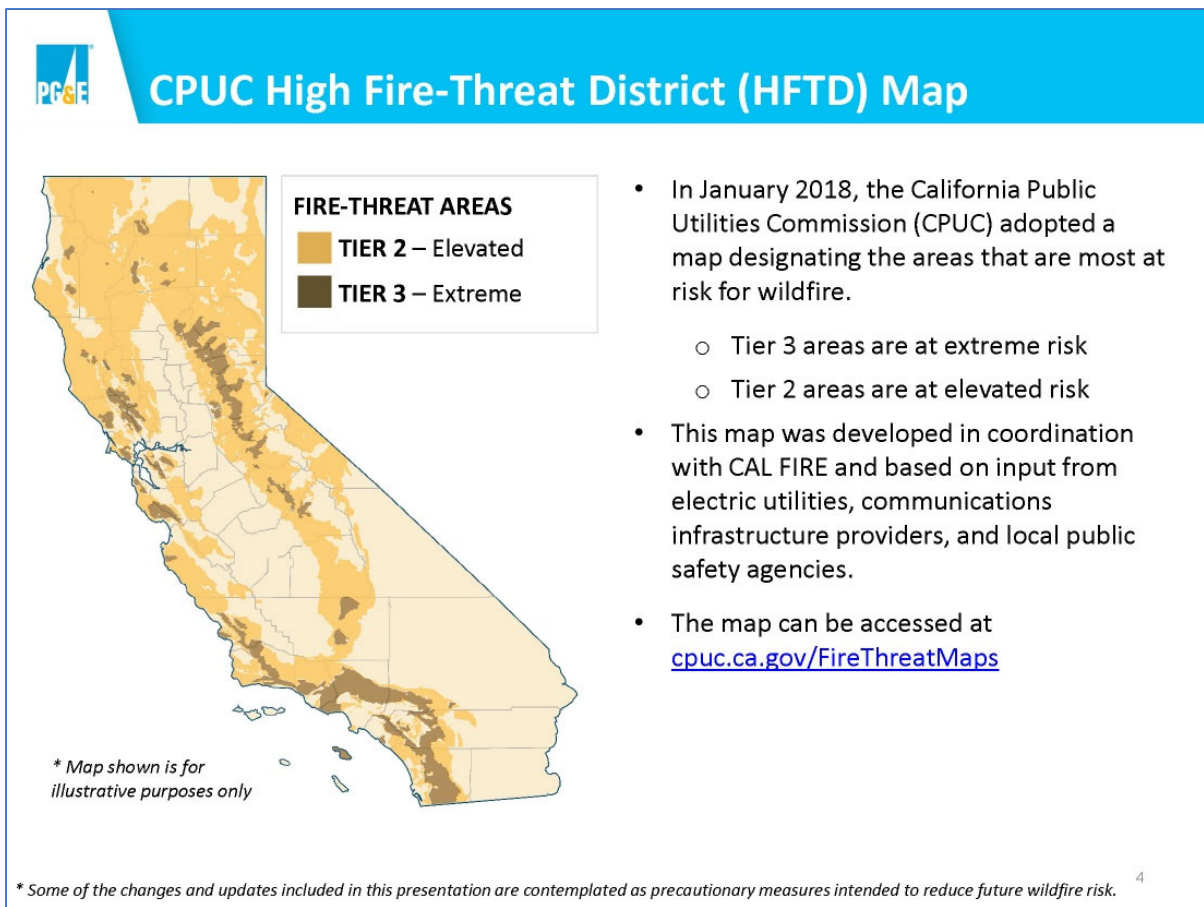
Figure 3-5 High Fire-Threat District (HFTD) Map

3.2.4.1 ▲Public Safety Power Shutoff Program

If gusty winds and dry conditions, combined with a heightened fire risk, threaten a portion of the electric system, it will be necessary to turn off electricity in the interest of public safety. This is called a Public Safety Power Shutoff (PSPS). PSPS is targeted to be applied to both distribution and transmission lines that are located within or that touch the boundaries of California Public Utilities Commission (CPUC) defined Tier 2 and Tier 3 High Fire Threat Districts (HFTDs), impacting 97 out of 109 PG&E Fire Index Areas.

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

Given the increase in extreme weather events we have seen in recent years, we will likely need to turn off power several times a year to protect public safety.

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, our crews will work to visually inspect each mile of our power lines to ensure they are free from damage and safe to energize. Once the poles, towers and lines are deemed safe to energize, a call is made to the PG&E Control Center to complete the energization process. Power is then restored to customers.

The PSPS Guide provides an overview of PSPS and a set of guidelines — including scope, roles, decision factors, and a process overview for the PSPS program. A copy of the PSPS Guide is available upon request.

> **Threat** *noun*
>
> (1) Indication of an approaching or imminent menace.
>
> (2) Negative event that can cause a risk to become a loss, expressed as an aggregate of risk, consequences of risk and the likelihood of the occurrence of the event.
>
> A threat may be a natural phenomenon such as an earthquake, flood, storm, or a manmade incident such as fire, power failure, sabotage, etc.

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 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.

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.[29]

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

Responding to a "threat" may include:

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

3.4 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, including cybersecurity attack and earthquake. Functional and hazard annexes follow the same guidance as the CERP,

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[29] Definition from http://www.businessdictionary.com/definition/threat.html accessed 03/28/2018.

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. Copies of the annex are distributed to the: 24/7 control centers, and to corporate, gas, electric, emergency preparedness departments, and other lines of business including those that own an annex in the CERP.

Concepts of Operation (Coops) are also written for planned events, such as major sporting events and celebrations held within the territory, e.g., SuperBowl50 or NBA, MLB, and NFL championship celebrations.[30] ConOps and other types of emergency plans are maintained by Emergency Preparedness & Response (EP&R).

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

3.5 Training and Exercises

Regarding emergency training and exercises, PG&E's VP Asset and Risk Management, Community Wildfire Safety Program uses threat and hazard identification, risk and capability assessments, new strategies, past AARs, and Improvement Plans (IPs) to determine PG&E's emergency preparedness and response strategy and program priorities.[31]

EP&R is responsible for communicating and coordinating PG&E's emergency preparedness training and company emergency exercise program for all LOBs. However, the development of emergency plans and procedures is a decentralized responsibility that cascades throughout the company.

Each LOB is encouraged to develop a LOB-focused Multi-Year Training and Exercise Program (MYTEP) to augment the EP&R MYTEP.

3.5.1 Training

PG&E trains its employees on emergency preparedness and response; for instance, the CERP, its annexes, and related training are updated annually. Training is offered on multiple topics and formats, including:

- On the job

- In the form of tailboards

- As web-based and instructor-led training courses (WBTs and ILTs)

- Through simulated emergency exercises

ICS principles are used extensively during PG&E's emergency preparedness and response efforts. ICS training courses are updated regularly and available to all emergency and coordination center personnel.

In 2016, the PG&E Learning Governance Committee authorized the requirement that all EOC On-Call personnel complete the web-based training (WBT) EPRS-9009 ICS Fundamentals and

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

[31] For more information on how PG&E identifies and categorizes risks, refer to Section 3.1.

EPRS-9010 Company Emergency Response Plan. In effort to assist all EOC On-call personnel to receive these mandatory trainings, EP&R has been authorized to profile all EOC On-Call team members. Line of business management and/or EOC On-Call Team leaders have also taken it upon themselves to emphasize the importance of completing required training.

- EPRS-9009 – ICS Fundamentals is an introduction to the core principles of the ICS, PG&E's emergency response framework, and the EOC and its functions

- 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

Additional ICS and other emergency role or function-specific courses continue to be developed to aid emergency personnel in serving their role and instituting improvements.

Emergency Planning and Response courses currently developed, in development or planned include:

<div align="center">Table 3.2 Emergency Planning and Response Courses</div>

Number	Title	Description	Format
EPRS-9000	EOC Orientation	EPRS-9000 is a pre-requisite course for all employees taking part in emergency response and restoration work involving emergency centers (EOC/GEC/AC/OEC). EPRS-9000 provides PG&E personnel working in the Emergency Operations Center an orientation/overview of the Incident Command System (ICS), roles, responsibilities and position check list. This course introduces how these systems can be used to improve incident response, provide support and coordination to the field operations in the event of a human-caused or natural disaster response, and the restoration of the customer's gas and electric service and power generation. The course objectives are to provide the student with a basic overview of the PG&E Emergency Operations Center (EOC), learn the roles and responsibilities of the different EOC positions, and to understand the relationship of field responders to the various emergency centers.	ILT
EPRS-9003	Base Camp IT Training	EPRS-9003 provides an overview of the Emergency Preparedness and Response (EP&R) organization's Base Camp infrastructure, as well as the information technology capabilities provided to PG&E Emergency Responders who will work there.	WBT
EPRS-9008	Planning & Intel Section Training	ERPS-9008 provides instruction specifically for the P&I section to identify tools, resources, collateral and deliverables of the unit, emphasizing strong communication, leadership, and use of the Incident Command System in the EOC.	ILT
EPRS-9009	ICS Fundamentals	EPRS-9000 is a pre-requisite course for all employees taking part in emergency response and restoration work involving emergency centers (EOC/GEC/AC/OEC). EPRS-9001 Introduces core principles of the Incident Command System, the emergency response framework PG&E uses to respond to emergency Incidents or Events.	WBT
EPRS-9010	Company Emergency Preparedness and Response	EPRS-9010 is an introduction to the CERP. Refreshed yearly after the CERP is updated and published, Emergency Center on-call staff must remain current with this annual training.	WBT
EPRS-9100	Operations Section Chief for the EOC	EPRS-9100 provides Operations Section Chiefs and their staff a grounding in the processes, procedures, tools, reports and other outputs the Operations Section must know how to produce during an Incident or Event.	ILT
EPRS-9101	Emergency Response-P&I Chief	ERPS-9101 provides P&I Section Chiefs, Deputies and administrative staff a grounding in the processes, procedures, tools, reports and other outputs the P&I Chief must know how to produce during an Incident or Event.	WBT

EPRS-9102	P&I Situation Unit Hands-on	EPRS-9102 provides Situation Unit Chiefs and their staff a grounding in the processes, procedures, tools, reports and other outputs the Situation Unit must know how to produce during an Incident or Event. The course delivers training on its key objectives through demonstration, hands-on practice, and scenarios.	WBT
EPRS-9103	Documentation Unit	EPRS-9103 orients members of the Documentation Unit of the Planning and Intelligence Section to Documentation Unit roles, expectations and procedures.	WBT
EPRS-9104	Resource Unit Refresher	EPRS-9104 is a refresher to the Resource Unit ILT. All employees must complete EPRS-9009 before enrolling in EPRS-9104.	WBT
EPRS-9105	Emergency Response - Advance Planning	EPRS-9105 provides P&I Section Advance Planning Chiefs and their staff a grounding in the processes, procedures, tools, reports and other outputs the Advance Planning Unit must know how to produce during an Incident or Event. The course delivers training on its key objectives through demonstration, hands-on practice, and scenarios.	WBT
EPRS-9106	Demobilization Unit Refresher	ERPS-9106 is a refresher to the Demobilization Unit ILT. All employees must complete EPRS-9009 before enrolling in EPRS-9106.	WBT
EPRS-9107	Cyber Response for the EOC	EPRS-9107 provides an intro to the PG&E EOC processes, a high-level view of what types of Cybersecurity Incidents there are, PG&E's CYBER response, Cybersecurity Annex guidelines and key Cyber Unit roles.	WBT
EPRS-9109	Type II Mobile Command Vehicle Transport	EPRS-9109 provides drivers/mechanics a detailed understanding of the MCV II features, deployment responsibilities before deployment, when deployed and while on-site; set-up, maintenance and demobilizing the vehicle over a multi-day event; and information on safe driving and parking methods.	WBT
EPRS-9111	Intro to Base Camp	EPRS-9111 provides an overview of Base Camp requirements, including: what is a base camp, why we use them at PG&E, the activation process, and an ICS overview along with what to bring, roles and responsibilities and finally demobilization.	WBT
EPRS-9112	Advanced Base Camp	EPRS-9112 provides a more in-depth view of Base Camp activation, operation and demobilization than the Intro to Base camp WBT.	WBT
EPRS-9113	EOC & GEC Logistics Training	EPRS-9113 provides an overview of the Logistics Unit's role in an EOC Activation. The activation process, roles and responsibilities are highlighted. The objective of this course is to refresh the memory of those who have taken the ILT and are now preparing for an Activation of the EOC.	WBT

EPRS-9201	Finance Sections Hands-on	EPRS-9201 prepares finance personnel who report to an Emergency Center (EOC, GEC, AC, OEC) during an activation with the fundamentals of Incident Command management and the specifics of Finance Section roles, responsibilities, tools, tasks and deliverables.	ILT
EPRS-9202	Intro - Emergency Finance Section	EPRS-9202 introduces finance department employees to the vital role played by the "Finance Section" during activations of PG&E's emergency centers.	WBT
EPRS-9501	Mobile Microwave Tower Trailers	EPRS-9501 provides IT Telecom technicians instruction on the set up, stand-up and tear down of the Mobile Microwave Tower Trailers used to provide remote telecommunications capabilities at Base Camps and other field emergency response situations.	WBT
EPRS-9600	Orientation to the EOC	EPRS-9600 introduces PG&E employees to the EOC if they will be reporting for duty during activations of PG&E's Emergency Operations Center.	WBT
EPRS-9610	Reporting to the EOC: Liaison Team	EPRS-9610 orients employees tapped to serve in the Emergency Operations Center (EOC) as Liaison Staff to the fundamentals of External Communications, organization of the EOC, and the emergency response principles of Incident Command Systems (ICS).	WBT
EPRS-9620	Reporting to the EOC: Customer Strategy	EPRS-9620 orients employees tapped to serve in the Emergency Operations Center (EOC) as Customer Care Staff to the fundamentals of External Communications, organization of the EOC, and the emergency response principles of Incident Command Systems (ICS).	WBT
EPRS-9630	Reporting to the EOC: Public Info	EPRS-9630 orients employees tapped to serve in the Emergency Operations Center (EOC) as PIO Staff to the fundamentals of External Communications, organization of the EOC, and the emergency response principles of Incident Command Systems (ICS).	WBT

Each Emergency Management Organization (EMO)[32] leader is responsible to ensure:

- Emergency response personnel are knowledgeable about the plans they support and trained to perform the functions outlined in the CERP, LOB and hazard-specific annexes

- Adequate workforce redundancy for each emergency response position

- Cross-training new or less experienced personnel in various emergency roles facilitates development of an adequate emergency response workforce

- Training completion is documented[33]

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[32] The Company Emergency Roles Policy currently uses the term "LOB Team Leader" to describe the functions assigned here to the EMO leader. The CERP terminology was not changed as the new policy has not yet been finalized (as of 04/09/2018 when this section was updated.

[33] For emergency plans that do not have a specific training code, supervisors may complete and submit to the PG&E Academy an ad-hoc form with course number TECH-0038 to document completion.

To track compliance and currency of completed training courses, training records are maintained locally for tailboards and task-specific or on-the-job training. Records for web-based or instructor-led trainings (WBT and ILT, respectively) are maintained in a central database managed by the PG&E Learning Academy.

The EOC Resources SharePoint site contains EOC organizational charts, additional training materials and section-specific resources, such as Finance's Major Event Charging Guidelines, Position Descriptions, forms, job aids and quick guides, document templates and sample reports.

3.5.2 Exercises

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

- Is objective-driven
- Is designed to assess the adequacy of emergency plans, including
    ◦ Situational Awareness
    ◦ Operational Communications
    ◦ Operational Coordination
    ◦ Public Information and Warning
    ◦ Logistics (Critical Resources)
- Allows participants to practice the duties, tasks and operations they would be expected to perform in a real emergency
- Is adapted from the Homeland Security Exercise and Evaluation Program (HSEEP) to serve a utility
- Tests its emergency plans on an ongoing basis and no less frequently than once per calendar year

The VP Asset and Risk Management, Community Wildfire Safety Program (CWSP) is responsible for ensuring that the CERP is exercised at least annually. Similarly, each EMO officer and director is responsible for ensuring that the LOB and hazard-specific annexes to the CERP are exercised at least annually.

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 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 be 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)

Figure 3-6 Company Exercise and Showcase (2016)

3.5.3 After Action Reports and Improvement Plans (AARs and IPs)

The AAR document summarizes key information related to exercise scenarios and evaluations. Using the PG&E-approved AAR template, the length and development timeframe of the AAR depends on the exercise type and scope. The Director of EP&R is responsible for ensuring that the AAR is completed for the annual exercise(s) of the CERP. Similarly, the Exercise Coordinator or the officer responsible for a LOB emergency plan should ensure that an exercise is conducted and an AAR for that exercise is completed.

EP&R or officers and/or directors assign personnel to evaluate exercises, gather feedback, determine corrective actions, complete actions and update the tracking system as appropriate. Corrective actions may include, but are not limited to:

- Reviewing emergency operations plans to determine whether modifications are needed
- Modifying and re-testing the plan
- Updating and conducting additional training

EP&R's Program Management Organization (PMO) tracks the completion of action items, facilitates peer review of the collateral developed and new processes or procedures adopted, reports monthly to the VP Asset and Risk Management, Community Wildfire Safety Program, and closes out an issue when all action items related to that incident or exercise are completed. Officers and/or Directors review and approve the corrective actions once they are completed. As mentioned in Section 9.3.5.4, action items that remain pending are approved by the Director of EP&R to be inputted into the Correction Action Program. All action items are assigned ownership and a completion due dates and are distributed to affected lines of business.

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4 Incident Management Command 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 and Intelligence, 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:

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

4.1 Collaboration with Other Utilities

PG&E works collaboratively with other utilities to identify best emergency preparedness 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.

4.2   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, multi-jurisdictional 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

4.3   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

4.4 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 D 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 Area Command of an incident, as described below.

4.4.1 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.[34] 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

4.4.2 Unified Command

A Unified Command structure is often used when multiple agencies respond to the incident, have a portion of responsibility for the incident, and share incident management.

In a Unified Command:

- Participating ICs equally share command and responsibility
- Each Commander retains their own authority

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

- The rule of one will apply; there will be one:
  - Coordinated Incident Action Plan (IAP) to direct all activities
  - Single Command and General Staff organization
  - Communication voice

4.4.3 Area Command

Area Command is an organization established to oversee the management of large incidents or multiple incidents to which several Incident Management Teams (IMTs) have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. For further details on the use of Area Command, consult LOB functional annexes and see also Section 4.6.

4.5 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).

4.5.1 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.[35]

4.5.2 Single Command for a Dual Commodity Incident

In a dual commodity incident, one option is Single Command, that is, assigning a single trained IC to oversee the overall response. Figure 4-1 and Figure 4-2 depict example organizational charts with a single OEC Commander from Electric or Gas, as well as the reporting relationships. (For instances where the IC adds a Deputy IC from another line of business to provide situation-specific expertise, see Section 4.5.4.)

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[35] 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.

In Figure 4-1, Electric has the most potential serious threat and the greatest number of customers impacted by the incident; Gas supports Electric. The OEC Commander and Operations Section Chief are from Electric and oversee both Gas and Electric Operations. There is a direct reporting relationship to the Electric Area Command (AC), and technical operations information is exchanged between the Gas Emergency Center (GEC) and Gas Branch.

Note: This organizational chart has been simplified to focus on the core incident management team structure at one OEC for a dual commodity incident. Other activated OECs and base camps are not included on this diagram.
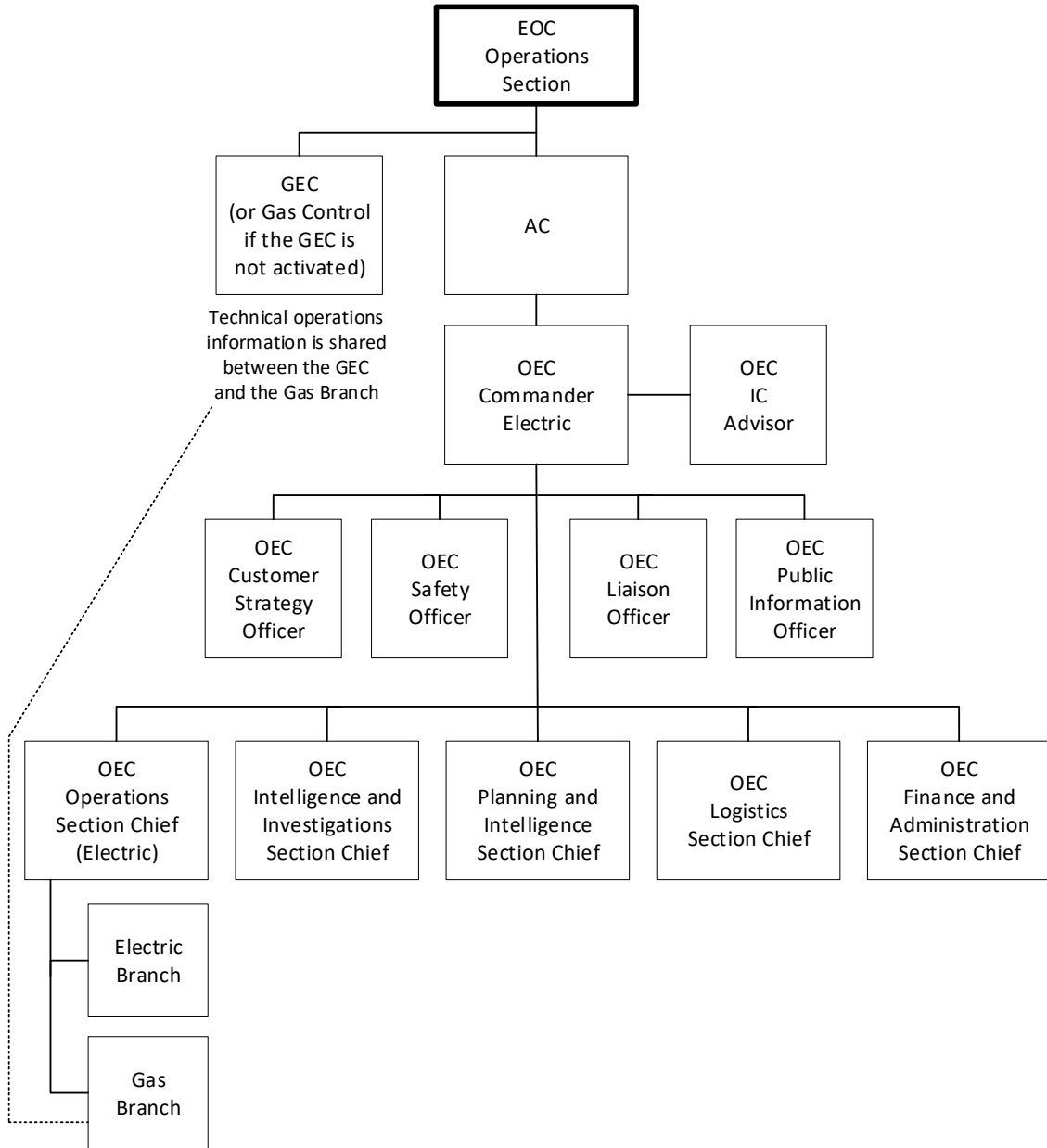
Figure 4-1 Sample OEC Reporting Relationships for Electric Command of a Dual Commodity Incident

In Figure 4-2, Gas has the most potential serious threat and greatest number of customers impacted by the incident; Electric supports Gas. The OEC Commander and Operations Section Chief are from Gas, and they oversee both Gas and Electric Operations. There is a direct (solid line) reporting relationship to the GEC.

Note: In the rare instance that a Gas incident occurs when an Electric AC is already activated for an Electric incident, such as during a storm, the Electric Branch would have a communication (dotted line) relationship to the AC. In ICS, the positions are scalable, and are activated depending on the need. While some positions may not be filled, additional staff reporting to the IC, Officers, Chiefs, Branch and Unit leaders may be added.
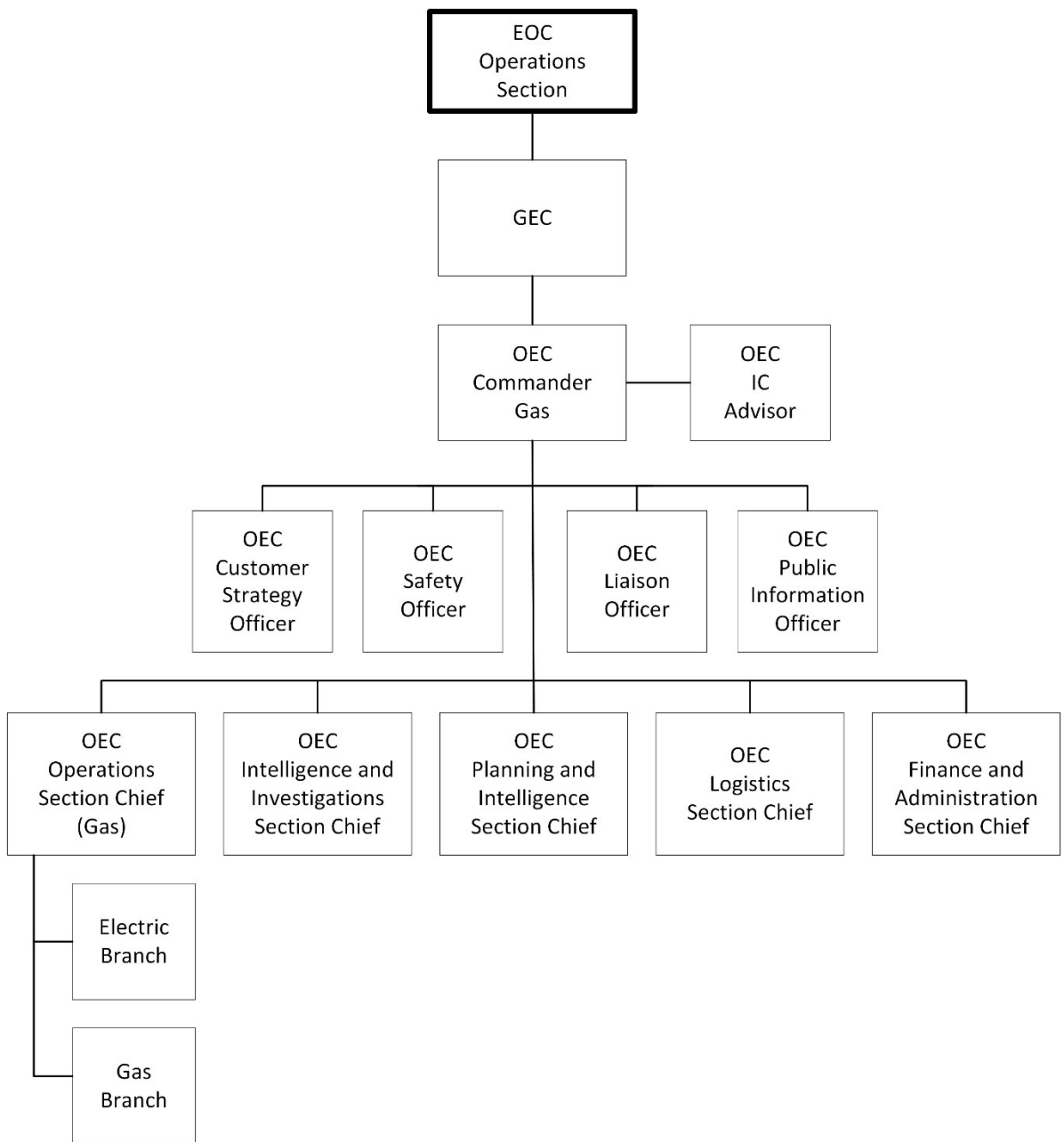
Figure 4-2 Sample OEC Reporting Relationships for Gas Command of a Dual Commodity Incident

4.5.3 Unified Command for a Dual Commodity Incident

At PG&E, Unified Command can be used at emergency response locations, i.e., OECs, ICPs and base camps. (For ACs, GEC and EOC, see Sections 4.5.2 and 4.5.4.) Unified Command is the recommended structure for significant catastrophic incidents, such as earthquakes. ICs from different commodities make joint decisions and speak as one voice. Any differences are worked out within the Unified Command. The ICs concur on the selection of section chiefs. The Operations Section Chief has full authority to implement the tactics in the IAP.

Figure 4-3 shows an example of Electric and Gas representatives in a Unified Command at an OEC.
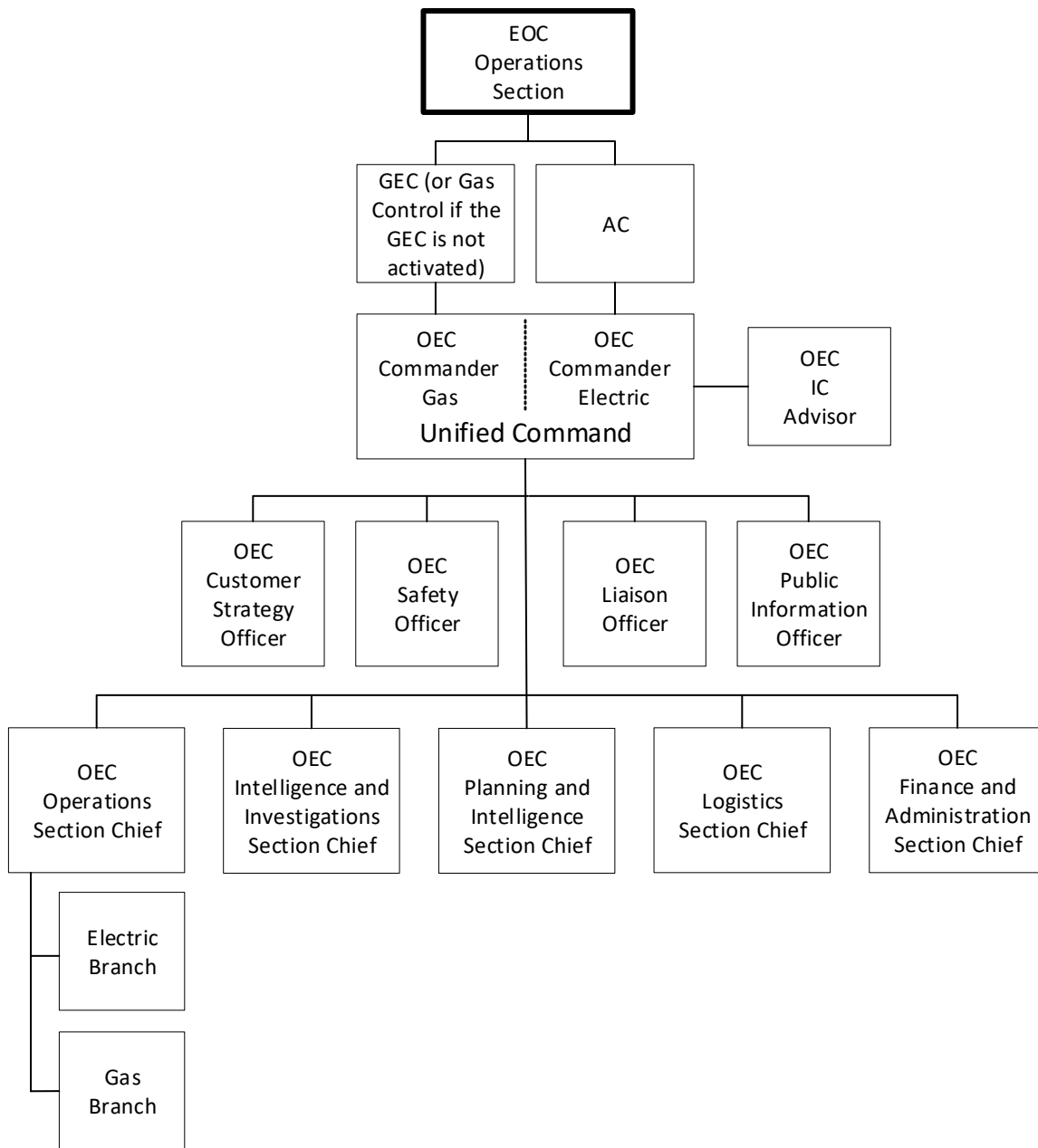
Figure 4-3 Sample OEC Reporting Relationships for Unified Command of a Dual Commodity Incident

4.5.4 Single Command with a Deputy Incident Commander for a Dual Commodity Incident

In this option, the commodity that has the most potentially serious threat or greatest number of customers impacted may take on the role of the EOC Commander and Operations Section Chief, but the less impacted commodity may serve as the Deputy IC, as in Figure 4-4.
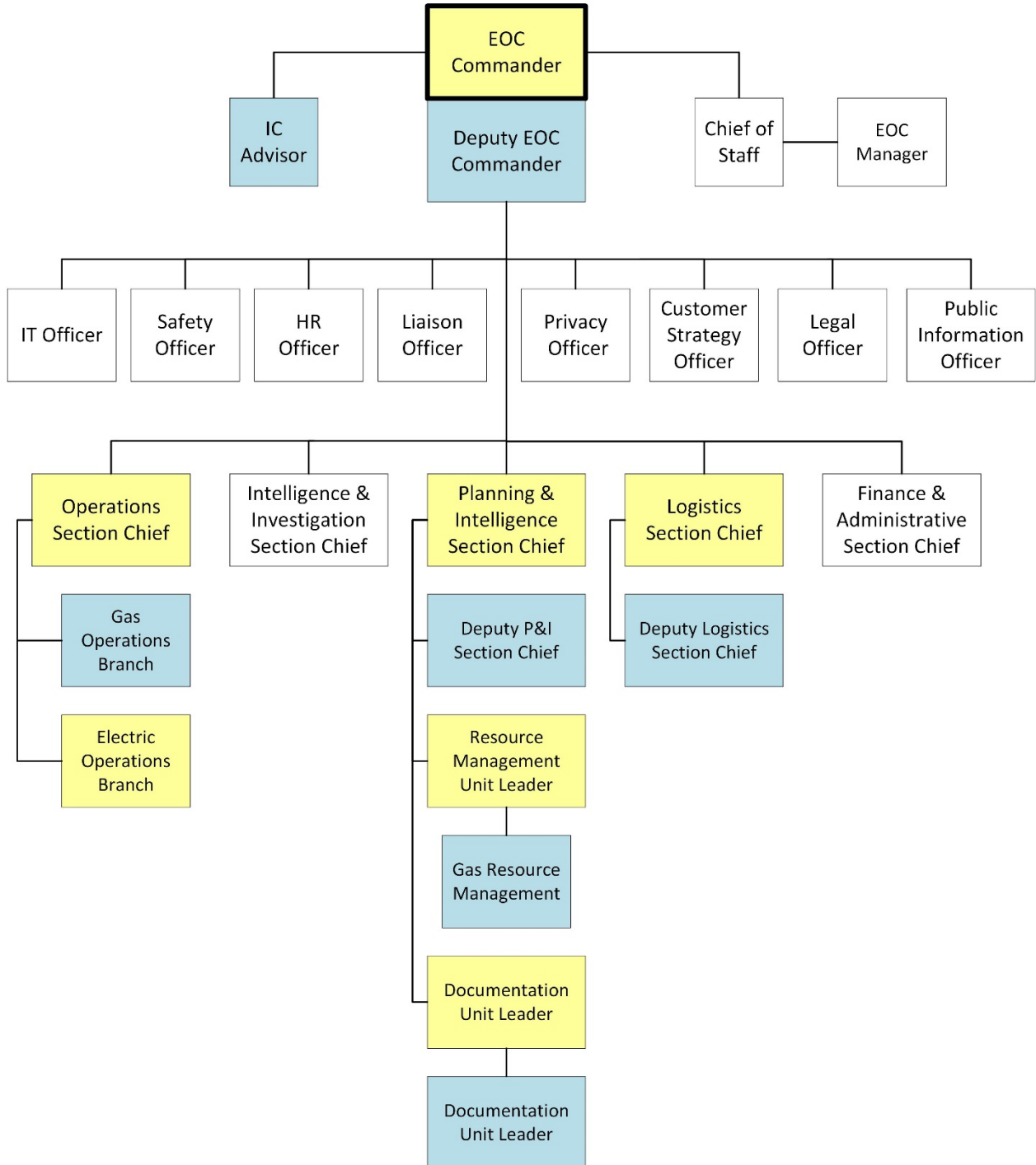
Figure 4-4 Sample Single Command with a Deputy Incident Commander for a Dual Commodity Incident

The IC has the option to appoint one or more Deputies. A Deputy IC may be designated:

- To represent the less impacted commodity

- To perform specific tasks

- To perform the IC function in a relief capacity

An assigned Deputy IC must be fully trained/qualified to assume the IC's position. The Gas and Electric Branches (and other LOBs) still report to the Operations Section Chief.

In the EOC, Single Command with a Deputy Incident Commander is often used for a dual commodity incident. For example, Figure 4-4 depicts an EOC Commander from Electric and a Deputy EOC Commander from Gas. The Gas positions in blue are pre-designated to report to the EOC during dual commodity incidents. These positions will initially be staffed from the oncoming GEC On-Call team (the next team up for rotation). If additional Gas personnel are needed at the EOC, the EOC Commander or Deputy EOC Commander will approve the staffing request. The Gas Operations Branch Director would then contact the GEC Director or On-Call GEC Director, who will secure available staffing.

4.6   Catastrophic Incident Organization Considerations

A catastrophic incident affects the company and the ability to conduct business operations. A catastrophic incident may:

- Include multiple emergency incidents

- Affect a large number of customers

- Incur a significant cost

- Cause significant infrastructure risk/damage

The full mobilization of company resources is needed to respond, and mutual aid resources are needed. This level of emergency may have heavy media interest and actual reputational risk. The EOC and Executive Team are activated.

The incident management team (IMT), consisting of an Incident Commander and Command and General Staff personnel appropriate to the incident, quickly come together when needed to respond. Because employees and IMT teams close to the incident may be affected and unable to respond, IMTs from other unaffected areas of the service territory are mobilized to the incident area.

During a catastrophic incident, such as a large earthquake, the amount of damage within a division may be overwhelming; thus, the EOC Commander, Operations Section Chief, and local IMTs may choose to further subdivide an impacted location into smaller areas (see also Section 4.4.3, "Area Command"). The smaller areas are called "carves" and may act as multiple OECs within a division (see Figure 4-5).
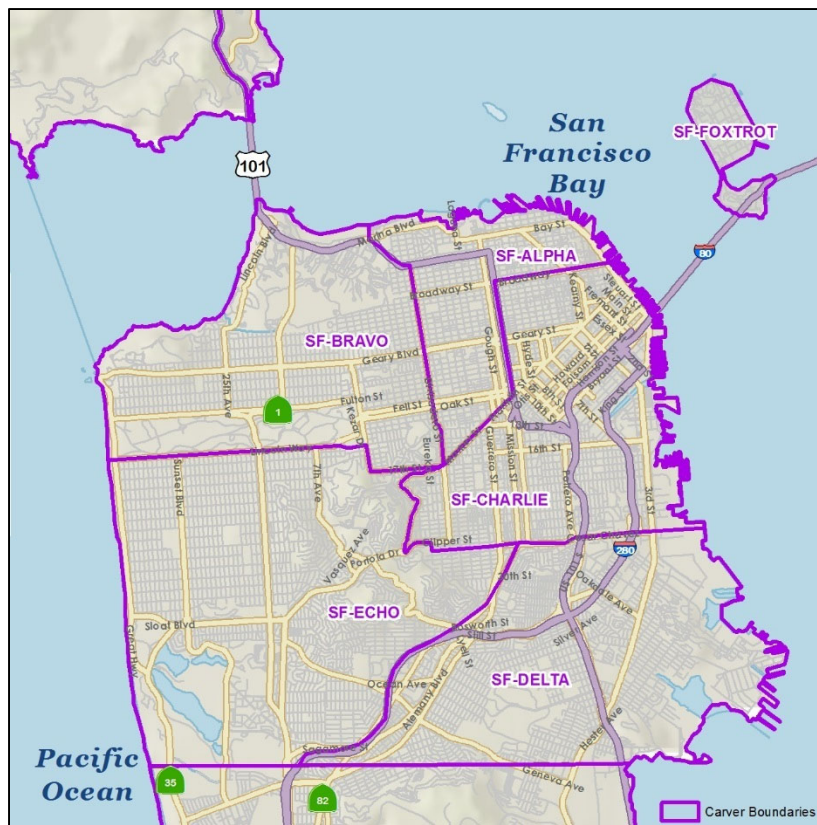
Figure 4-5 Example of Carver Boundaries in the SF Division

PG&E has carved out specific geographical areas within existing divisions. The naming convention for these "divisions within divisions" is the home division identifier followed by the carver division name, using a phonetic alphabet letter, such as SF-ALPHA.

Setting up carves is situation-dependent. For example, in a storm incident, the OEC might take the lead, whereas in a significant earthquake activation, the EOC would identify the carves. The table below illustrates operational carving criteria.[36]

Table 4.1 Example of Operational Carving Criteria

Workload Hours	Action
Greater than 7500	Carve is needed
Between 5000–7500	Carve is at the IC's discretion
Less than 5000	Carve is not needed

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[36] Criteria from the draft 2017 Operational Section Chief training, 06/19/2017.

4.7 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) and Catastrophic Event Memorandum Accounting (CEMA) filings. 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, which help Finance develop a restoration cost estimate for:

- Internal accounting and planning

- On-hand cash management

- External investors and lending institutions

- Insurance carriers

- Debt rating agencies

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

5   EOC Staffing

The EOC Staff consists of:

- EOC Command Staff
- Operations Section
- Intelligence and Investigations (I&I)
- Planning and Intelligence (P&I)
- Logistics
- Finance and Administration

> Staffing is scaled to meet incident needs. Positions may be unstaffed or added.
>
> All organizational charts depict a typical staffing structure.

5.1   EOC Command Staff

The organizational chart in Figure 5.1 below displays the EOC Command Staff top-level structure. A comprehensive EOC organizational chart for a full catastrophic event is available in Appendix C, while individual EOC sections are described and displayed in this chapter.
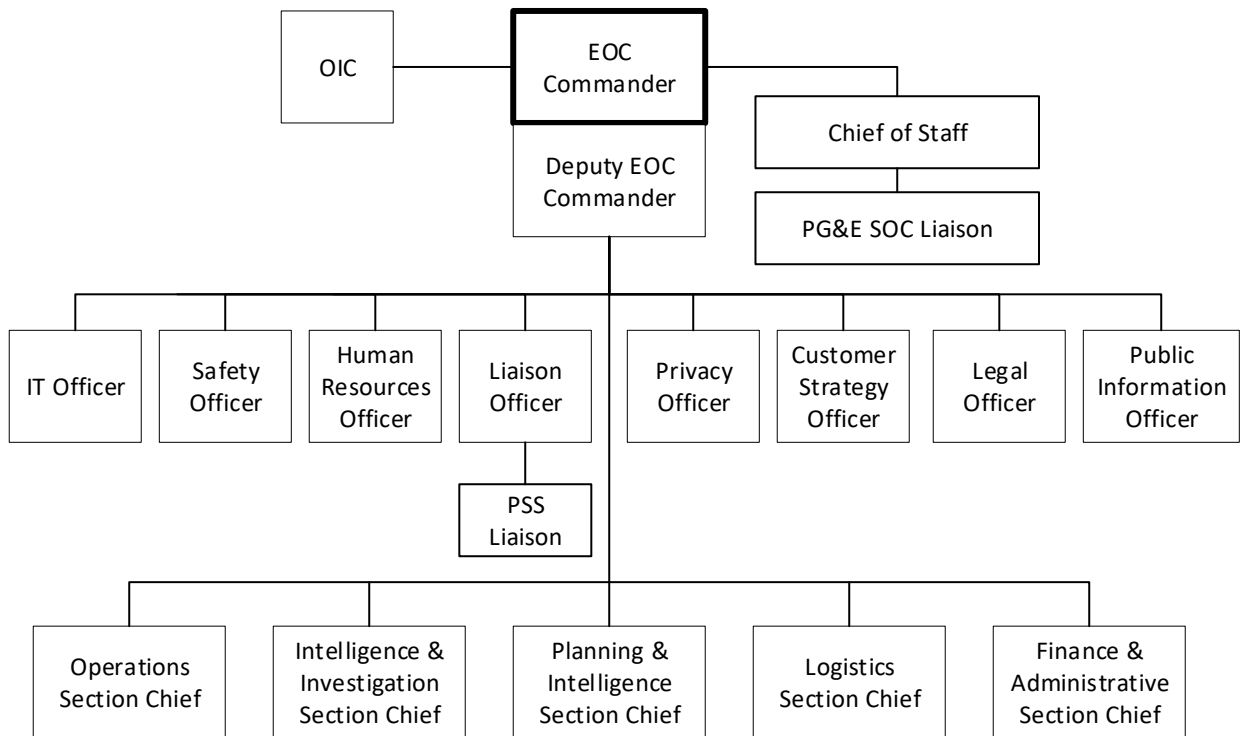
Figure 5-1 PG&E Command System (ICS Structure as used in the EOC)

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 Incident Commander (IC)—who, in the EOC, may be referred to as the EOC Commander—and includes the Deputy IC, Officers and Support Staff.

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

Table 5.1 identifies direct reports to the Incident 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
Command Staff	
EOC Commander	Navy Blue with Neon Stripe
Deputy IC	Navy Blue
IC Advisor[37]	White
Officer-In-Charge, specifically for PSPS and wildfire incidents	White
Chief of Staff	Black
Officers	
• Legal Officer	White
• Safety Officer (SO)	White
• Public Information Officer (PIO)	Tan
• Customer Strategy Officer (CSO)	White
• Privacy Officer	White
• Human Resources Officer (HRO)	White
• Liaison Officer (LNO)	White
General Staff	
Sections	
• Operations	Royal Blue
• Intelligence and Investigations (I&I)	Light Blue
• Planning and Intelligence (P&I)	Red
• Logistics	Yellow
• Finance and Administration	Green

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[37] The IC Advisor is generally not staffed for electric events.

5.1.1 EOC Commander (IC)

As noted previously, as part of PG&E's emergency management practice, there is always an assigned EOC Commander on-call who is in charge of company emergency operations. When working in an emergency center, the IC becomes the "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 IC" for ease of conversation.

The IC is responsible for:

- Notifying emergency personnel, executive leadership, and external agencies of activation per the emergency plan checklists

- 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

- Operational responsibilities, including:
  - 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 executives and the CIMC 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

- Documentation, including maintaining and submitting incident documentation, such as: ICS 214 Unit Log, documents, notes, drafts and other materials, to the Documentation Unit for review

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Figure 5-2 Incident Command Center

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

- 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

5.1.2.1 ▲Officer-in-Charge

New as of 2018, the Officer-in-Charge (OIC) is activated to provide operational direction during potential and impending Public Safety Power Shutoff (PSPS) events. The OIC's main objectives are to lead in the commencement of PSPS activities, emergency operations center (EOC) activation, assessment of situational status, decision-making to de-energize and re-energize, implement notifications, and ensure regulatory reporting.

Some of the major activities performed by the Officer-in-Charge are:

- Participates in initial meeting with Directors of EP&R and WSOC and Meteorology to understand Extreme+ forecast data
- Participates in the Corporate Incident Management Council (CIMC) Call/Executive update (managed by EP&R)
- Reviews and approves timing of notification list of external agencies
- Provides guidance on timing of resource allocation
- Reviews customer profile data in forecasted PSPS zones
- Reviews final PSPS shut-off zones
- Confirms with Meteorology that Extreme+ weather has passed and verify with Field Observers
- Approves "All Clear" to release clearances and initiates patrols and restoration, based on meteorological recommendations
- In coordination with the EOC, executes the final re-energization order to Electric Operations
- Reviews estimated patrol and restoration times
- Reviews PSPS report for the California Public Utilities Commission (CPUC) with Regulatory

5.1.3 IC Advisor

Generally, the IC Advisor is from Gas Operations and provides support to the EOC Commander during a dual commodity incident.

5.1.4 Legal Officer

The Legal Officer:

- Provides advice and counsel on legal matters related to the incident
- Reviews media releases and public information
- Monitors compliance with regulatory and reporting processes

- Develops and communicates the document retention plan

- Assists in incident investigations

- 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

5.1.4.1 ▲Intelligence and Investigation (I&I) Unit for PSPS and/or Wildfire

I&I Unit for a PSPS and/or Wildfire incident
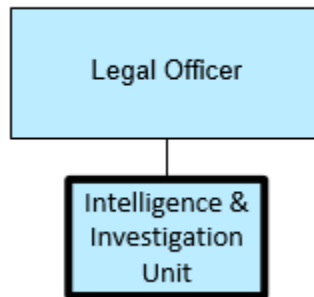
Figure 5-3 Intelligence and Investigation Unit

The Intelligence and Investigation (I&I) Unit was stood up in October 2018 to ensure compliance with the regulatory requirement which requires PG&E to report on any wind-related damage to PG&E facilities sustained during a PSPS Event.

The I&I Unit:

- Maintains a paper template for tracking damages and hazards

- Tailboards the use of the paper template with the potentially impacted divisions

- Receives and aggregates the paper templates (including photos) into a single spreadsheet with all damages and hazards

- QCs, with the support of the Emergency Program, the damages and hazards to ensure they are PSPS-related

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

5.1.5 Safety Officer

The Safety Officer:

- Monitors safety conditions in the field

- 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

- 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

5.1.6   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 classified as public

- 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

- 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

The 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, Customer Strategy Officer, Liaison Officer, Government and Regulatory Relations Officers

Figure 5-4 EOC Operational Briefing

(Note vest colors denoting position)

- 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

- 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

- Additional communications information is available in Section 10 "Coordination and Communication," of this plan and in the Emergency Communications Annex

5.1.7 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

- 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

5.1.8 Privacy Officer

The Privacy Officer has primary oversight of response to potential or actual personal data loss events, including any event involving customer, employee, non-employee or personal data, and can be delegated investigation responsibilities by the EOC Commander.

During a customer, employee, non-employee, or personal data loss event:

- Coordinates with stakeholders to gather relevant facts of a personal data loss event, including the line of business (LOB) where the customer, employee, non-employee, or personal data loss event occurred, as applicable. Law Department and Regulatory Affairs to determine legal and regulatory notification requirements

- Leads data loss response activities, as defined by GOV-8003P-03 Personal Data Loss Event Response Procedure, including mandatory, and voluntary customer notifications.

- Provides relevant data loss details to EOC Commander or delegate

- In consultation with Legal, assesses notification requirements for affected individuals and oversees notification procedures

- Coordinates with Legal, PIO, Corporate Relations and, if appropriate, a third-party customer notification vendor (e.g., Experian) for internal and external talking points regarding a customer data loss event

5.1.9 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
- State Government Relations
- Federal Affairs
- State Agency Relations
- Local 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.

5.1.9.1 ▲Public Safety Specialist Liaison
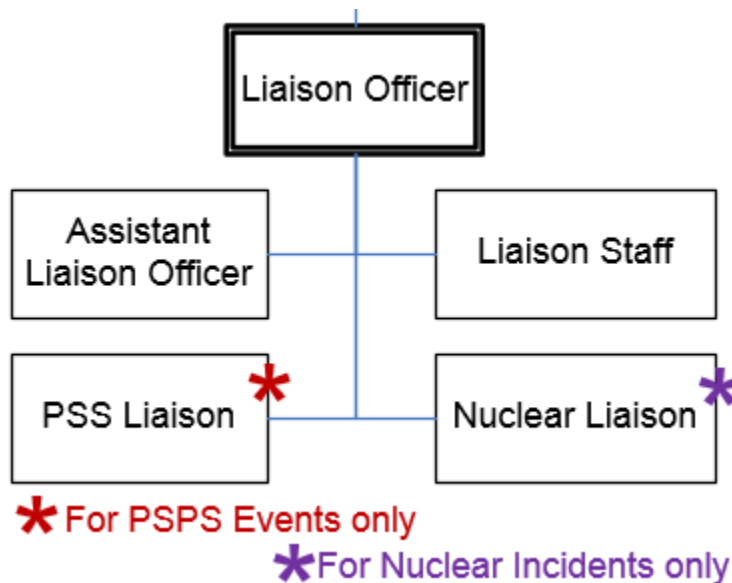
Figure 5-5 PSS Liaison

For Public Safety Power Shutoff (PSPS) events, the Public Safety Specialist (PSS) Liaison becomes an active role in the emergency operations center (EOC). The 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 PSS(s) in the field. The 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 to the PSS(s).

5.1.10 Human Resources Officer (HRO)

The Human Resources Officer:

- Represents HR and its emergency response team in the EOC and provides HR guidance and updates to the EOC Commander

- Is responsible for the management of all human resources and workforce needs for the incident/event, including:

  ◦ Reduced essential functions and HR team response during PSPS Events

  ◦ HR policies and program development and adherence

  ◦ Labor relations issue mitigation and union communications

  ◦ Impacted personnel lodging and support

  ◦ Employee and family emergency messaging processes and communications

  ◦ HR Emergency Response Team activities

  ◦ Personnel accountability support

  ◦ Coordinates with the Public Information Officer to develop workforce communications, as directed by the EOC Commander Information Technology (IT) Officer

  ◦ Utilizes Send Word Now (SWN) for emergency communication to personnel

  ◦ Emergency Message Center operations

  ◦ HR base camp support

- 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

5.1.11 Information Technology Officer (ITO)

The Information Technology Officer:

- Advises the EOC Commander on all matters relating to IT and cybersecurity

- Coordinates with the IT Branch Director and the Intelligence / Investigations Section Chief, when activated

- Can escalate significant issues to the EOC Commander for additional guidance on potential actions

- May be activated for a significant cybersecurity or IT incident, or at the request of the EOC Commander for incidents where IT is significantly impacted

- 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

5.1.12 Chief of Staff

The Chief of Staff:

- Assists the EOC Commander, who may delegate duties to the Chief of Staff, such as approving draft intelligence reports

- Directs the work of the EOC Manager and EOC Support team

- 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

5.1.12.1 ▲PG&E SOC Liaison

During emergencies, the PG&E 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 agencies. The PG&E SOC Liaison and the Situation Cell (Sit Cell) reports to the Chief of Staff.

The PG&E 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 the Operational Briefing, and EOC Command Calls

- works with the SOC to request federal resources from FEMA and other federal agencies

During Emergencies

EOC Chief of Staff
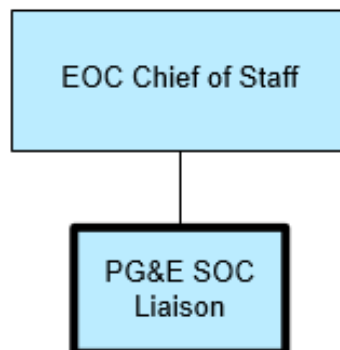
PG&E SOC Liaison

Figure 5-6 PG&E SOC Liaison

Figure 5-6 presents the relationship between the PG&E SOC Liaison (typically working from **REDACTED**and the EOC Chief of Staff (typically working from the **REDACTED**).

See the PG&E SOC Liaison job checklist in Appendix G and in the new EOC Resources SharePoint site under Command Staff.

5.1.13 Emergency Operations Center (EOC) Manager

The EOC Manager:

- Ensures the timely and effective opening of the EOC

- Maintains supplies and assists with the operations, setup, activation and maintenance of the EOC

- 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

5.1.14 Emergency Operations Center (EOC) Support

Previous editions of the Company Emergency Response Plan (CERP) did not reflect the EOC Support role. Effective 2018, the EOC Support role absorbed the duties of the Historian and Business Continuity.

The EOC Support team reports to the Chief of Staff and provides administrative and general assistance to the EOC Chief of Staff and EOC Command staff, including:

- Maintains event statistics and scorecard

- Notes and tracks action items

- Serves as Business Continuity Point of Contact[38]

    ◦ For departments implementing business continuity plans (BCPs) and for Alternate Company Headquarters (ACHQ) operations

    ◦ Shares information on the incident with line of business (LOB) business continuity coordinators

    ◦ Works with IT Branch and Facilities Unit to monitor estimated time of restoration for facilities and IT systems that are disrupting business activity

- EOC Historian[39]

    - Documents high level decisions regarding the overall incident

    - Compiles key points, action items and decisions

    - Documents at a high level how response was conducted

---

[38] Prior to 2018, the Business Continuity function was filled by a BC Technical Specialist reporting to the Situation Unit in the Planning and Intelligence section.

[39] In the 2017 CERP the Historian reported directly to the Chief of Staff.

- 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

5.2 Operations Section

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                              ┌─────────────────┐
                              │   Operations    │
                              │  Section Chief  │
                    ┌─────────┤                 │
          ┌─────────┴───────┐ └─────────────────┘
          │     Deputy      │
          │   Operations    │
          │  Section Chief  │
          └─────────────────┘
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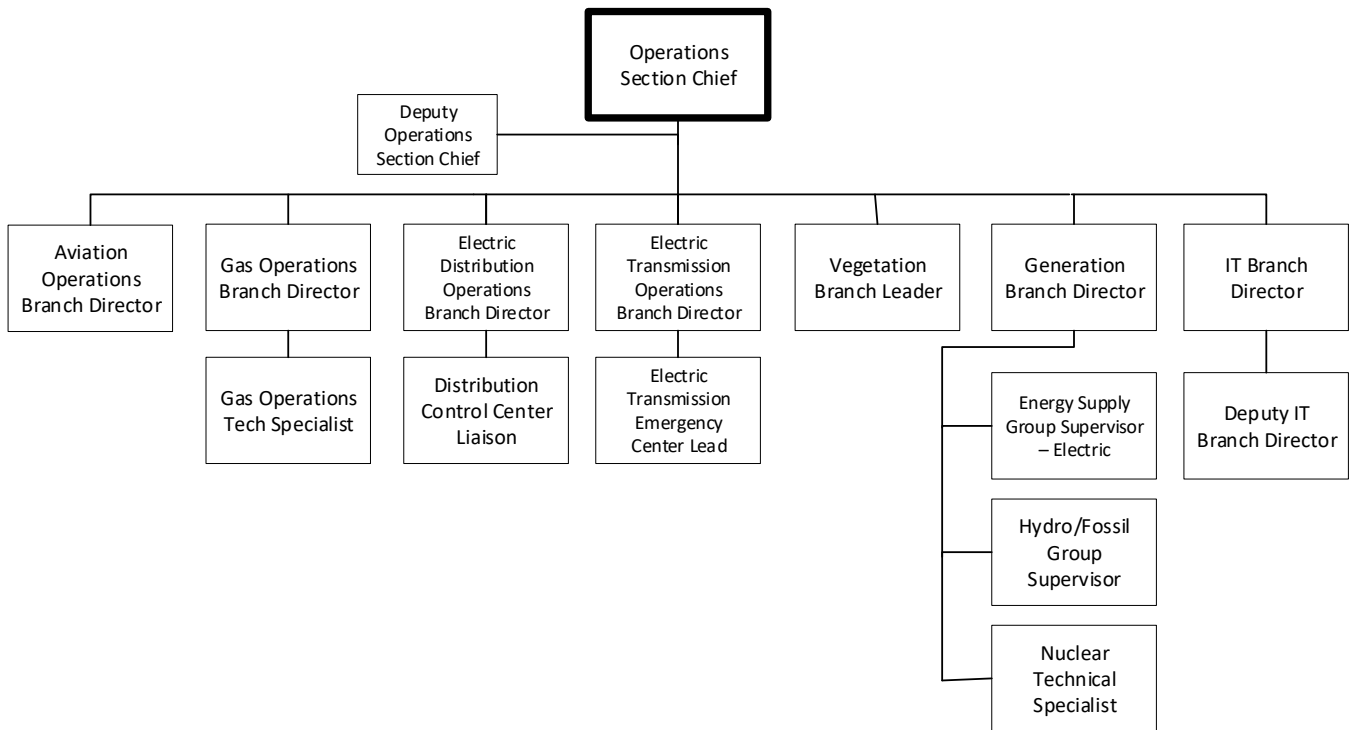
Figure 5-7 General Staff – Operations Section[40]

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

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

- Aviation
- Gas
- Electric Distribution
- Electric Transmission, including Vegetation Management
- Power Generation
- Nuclear

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[40] Each Operations Branch Director is typically supported by a Deputy Branch Director. For example, there's usually a Deputy supporting the Electric Distribution Operations Branch Director and a Deputy supporting the IT Branch Director.

- Information Technology
- Vegetation

5.2.1 ⚠️ Aviation Operations Branch

PG&E's Aviation Services is comprised of helicopter, fixed wing aircraft and unmanned aerial system aircraft departments. During an emergency, the Aviation 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. 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 Aviation 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. A list of key Aviation Services Contacts can be found in Section 6 of the Logistics Emergency Resource Guide.

5.2.2 Gas Operations Branch

The EOC's Gas Operations Branch supports and coordinates 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 local Operations Emergency Center(s).

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 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
- 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

5.2.3 Electric Distribution Operations Branch

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

The Electric Distribution Branch Director:

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

Figure 5-8 Operations Staff Wearing Royal Blue Vests

- 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

- Verifies that the Substation and T-Line Operations Emergency Center (STOEC) is coordinating to report transmission impacts for de-energization, status of damage, and restoration efforts

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 and T-Line 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

- 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

5.2.5 Vegetation Management

The Vegetation Branch Lead (VBL) falls under the supervision of the Operations Section Chief. VBL 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 VBL also prioritizes resources and requests additional resources as needed.

The VBL:

- 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 during a fire incident ahead of a fire 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

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

- 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

5.2.7 Nuclear

In the Emergency Operations Center (EOC), the Nuclear Technical Specialist falls under the 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 Plan (DCPP) and/or the Humboldt Bay Power Plan (HBPP)

- 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

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

- 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

The DCPP Emergency Plan is available upon special request from the DCPP Emergency Planning[41] 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 Sections to establish technology restoration priorities and deployment of technology services associated with the incident

- Develops a strategy to restore or implement technology services associated with the incident

- Leads the ITCC by defining strategies for IT during the incident

- Oversees the maintenance and submission of incident documentation for the EOC through the ITCC Planning & Intelligence Unit, such as: ICS 214 Unit Log, reports, talking points, etc., to the Documentation Unit

5.3   Intelligence and Investigations (I&I) Section

```
EOC Commander
        │
Intelligence &              For a Cybersecurity Incident this
Investigation Section        role is filled by Cybersecurity
Chief
        │
Deputy I&I Section     IT Branch Director
Chief/Corporate
Security                      │
                      ITCC Group
                      Supervisor
```

For a Cybersecurity Incident this role is filled by CSD (Corporate Security Dept.)

For Cybersecurity Incident:
- IT Branch Director & Deputy IT Branch Director report to I&I Section Chief
- Physical Security Leader reports to I&I Section Chief

Figure 5-9 General Staff – Intelligence and Investigations Section

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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

- Maintain and submit incident documentation, such as: ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials, to the Documentation Unit for review

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.

The I&I Section at PG&E helps ensure intelligence and investigations 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

- Maintain and submit incident documentation, such as: ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials, to the Documentation Unit for review

The I&I Section Chief oversees the I&I Section, which may activate the following units, as needed.

5.3.1 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

- 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

- Ensures impacted facilities are protected and secured

5.3.2   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 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

- 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

5.4   Planning and Intelligence (P&I) Section
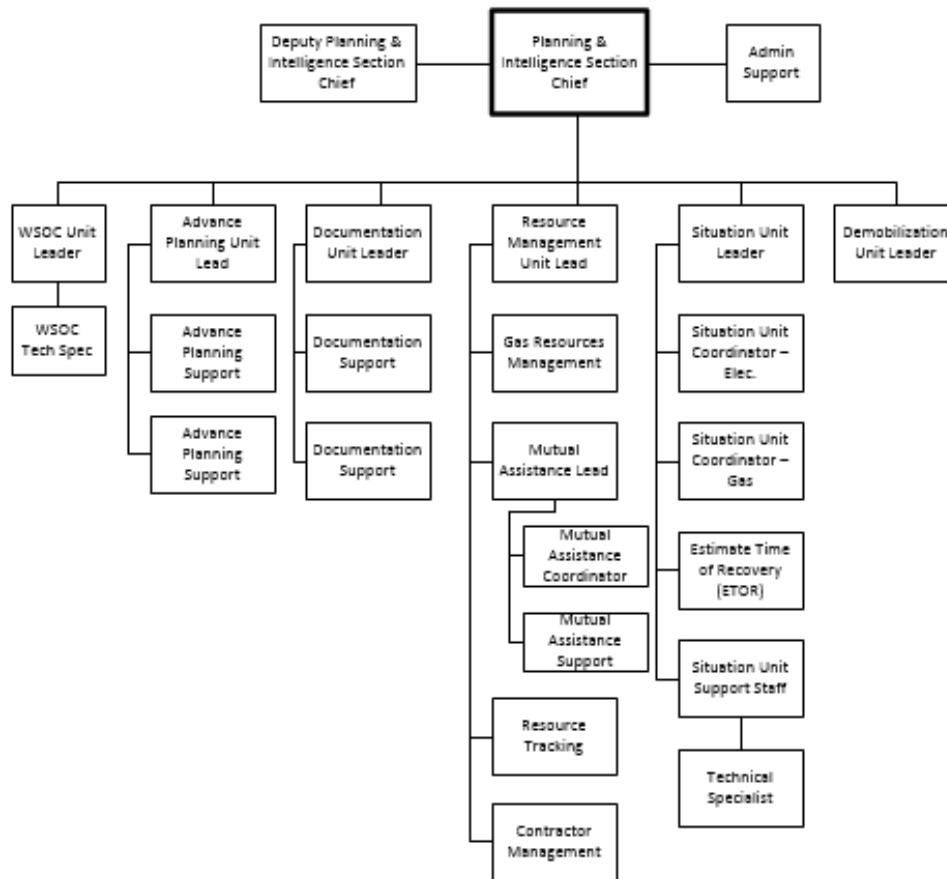
Figure 5-10 General Staff – Planning and Intelligence Section

The P&I Section 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.

The P&I Section Chief oversees the P&I Section, which contains the following units:

- Advance Planning

- Documentation

- Resources Management, including Gas, Tracking, Contractor and Mutual Assistance

- Situation, including Electric, Gas, Estimated Time of Restoration (ETOR) and Technical Specialists

- Demobilization

5.4.1   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

- 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

5.4.2   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

- 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

5.4.3 Resources Management Unit

The Resources Management Unit:

- Determines what resources have been assigned to the incident and assesses needs for further resources so that appropriate relief and reinforcements are available

- Coordinates resource movement within and across the service territory

- Manages and responds to an incident's crew logistics needs, including contractors and mutual assistance partners

- Contributes data to the development of the EOC Action Plan

- 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

5.4.4 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 P&I Section Chief

- 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

5.4.4.1 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:

- Meteorology

- GIS mapping

- Geosciences information

- Business Technical Specialists-DMS/OMT

- IT Tech Specialists-DMS/OMT

As with other positions, all Technical Specialists:

- Maintain and submit incident documentation, such as: ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials, to the Documentation Unit for review

5.4.5 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

- 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

5.4.6 ▲Public Safety Power Shutoff (PSPS) Technical Specialist

During an Emergency Operations Center (EOC) activation where there is a possible Public Safety Power Shutoff (PSPS) the PSPS Technical Lead will coordinate the use of the PSPS application and the PSPS Dashboard. The PSPS Technical Lead will work with the Officer-in-Charge (OIC) and the Meteorology and Distribution Operations team to help facilitate the decision to potentially de-energize portions of the service territory. The PSPS Technical Lead's responsibilities include:

- Setting up the PSPS Application and PSPS Dashboard for use

- Loading circuits in Scope in PSPS Application

- Assisting OIC to help decide whether to trigger a PSPS

- Working with Meteorology team to load data into PSPS Dashboard

During an EOC activation when there is a possible PSPS, the PSPS Technical Specialist coordinates the use of the PSPS application and the PSPS dashboard. His/her responsibilities include:

- Setting up the PSPS Application and PSPS Dashboard for use

- Loading circuits in Scope in PSPS Application

- Assisting OIC to use the PSPS

- Working with Meteorology team to load data into PSPS Dashboard

The OIC is the Senior Vice President of Electric at PG&E, or his/her designee. It is the OIC who makes the final decision on whether or not to de-energize lines in response to forecasted or

current weather predictions. When the EOC is open the OIC receives situational awareness from the EOC Commander, meteorologists, the Wildfire Safety Operations Center (WSOC), and PSPS Technical Specialist before making the decision to de-energize. The OIC is responsible for:

- Participates in situational awareness calls with EOC leads and other stakeholders to collect relevant information prior to making a PSPS decision

- Approves PSPS decision and communicating the decision to all team members

- Communicates PSPS decision to Executive Leadership counterparts

5.4.7 ▲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
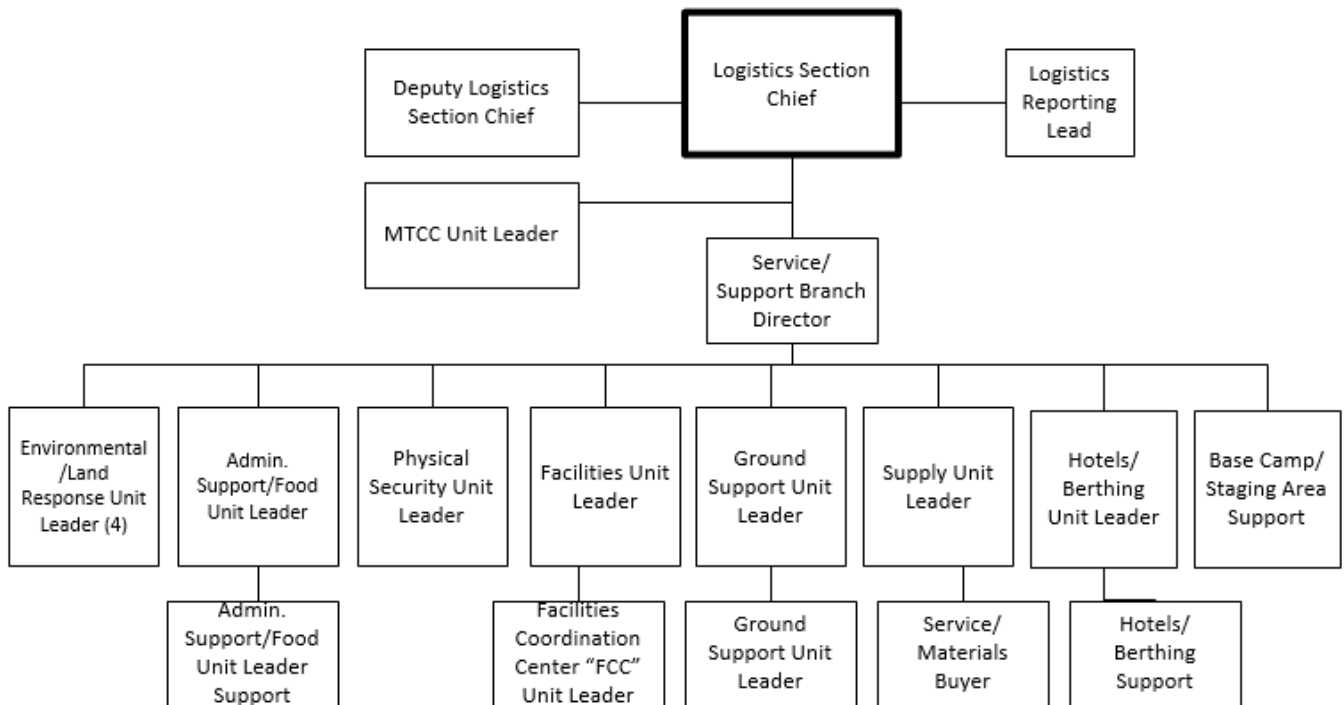
Figure 5-11 General Staff – Logistics Section

The Logistics Section Chief (LSC) oversees the Logistics Section, which consists of the Deputy Logistics Section Chief (DLSC), Logistics Reporting Lead, the Materials and Transportation Coordination Center (MTCC) and the Service/Support branch below, some of all of which may be activated, depending on the 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.

5.5.1 Logistics Reporting Lead

The Logistics Reporting Lead:

- Supports Logistics Section Chief and Deputy

- Maintains the EOC Logistics staffing plan

- Ensures all EOC personnel are recording hours worked on the EOC timesheet

- Takes notes in Logistics meetings; generates and publishes meeting minutes

- Prepares operational period ICS 214 summary on Logistics activities

- Maintains the Logistics Action Log

- Schedules daily Logistics calls

- Maintains summary report for the Logistics Section Chief as needed to support various meetings during the Operational Period

- Records all points for the Plus/Delta's (+/Δ)

- Reports event costs to Finance Section

- Coordinates with Documentation Unit Leader on all Logistics reporting information including maintaining and submitting 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 Service/Support Branch

The Service/Support Branch is responsible for the physical security of all facilities, administrative/food support, and for environmental/land response issues. They are also responsible for company facilities, establishing temporary work sites, lodging, ground support and materials and supply needs.

The Service/Support Branch Director:

- Maintains and submits incident documentation, such as the ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials to the Documentation Unit for review

- Oversees the Service/Support Branch which is comprised of the following units.

5.5.2.1 Physical Security Unit

The Physical Security Unit:

- Ensures security of company personnel and assets

- Centrally manages security contracts for Company

- Coordinates with external law enforcement agencies

- Reports to the Intelligence and Investigation 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

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Figure 5-12 Logistics Section

Wearing Yellow Vests

5.5.2.2 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 head-count of all EOC staff members

- 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

5.5.2.3 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

5.5.2.4 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)

- Provides project management support when requested

- 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

5.5.2.5 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 and materials laydown areas and community resource centers are created timely and accurately and posted on the EOC PO log

- 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 Hotels/Berthing Unit

The Hotels / Berthing Unit:

- Arranges lodging for EOC impacted PG&E personnel, field operations personnel, and affected personnel as requested

- Supports obtaining temporary housing for customers as needed

- Coordinates with third party hotel service provider to secure lodging

- 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

5.5.2.7 Ground Support Unit

The Ground Support Unit:

- Arranges for services/repairs of vehicles and equipment

- Arranges and coordinates shuttling employees

- Manages vehicle and equipment rentals

- Manages vehicle/equipment fueling

- Coordinates deployment of Mobile Command Vehicles (MCVs)

- Coordinates aircraft needs with Aviation Operations Branch Director as requested

- Coordinates air charter services with Aviation Services as requested

- 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

5.5.2.8 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

- 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

5.5.2.9 Materials/Services Buyers

The Materials/Service Buyers:

- Creates POs for Materials and Services

- Ensures that POs are created in a timely and accurate manner, and are listed on the EOC PO log

- Tracks and expedites open POs, ensuring timely delivery and receipt of POs

- Works with suppliers as needed to resolve invoice issues

- 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

5.6   Finance and Administration Section
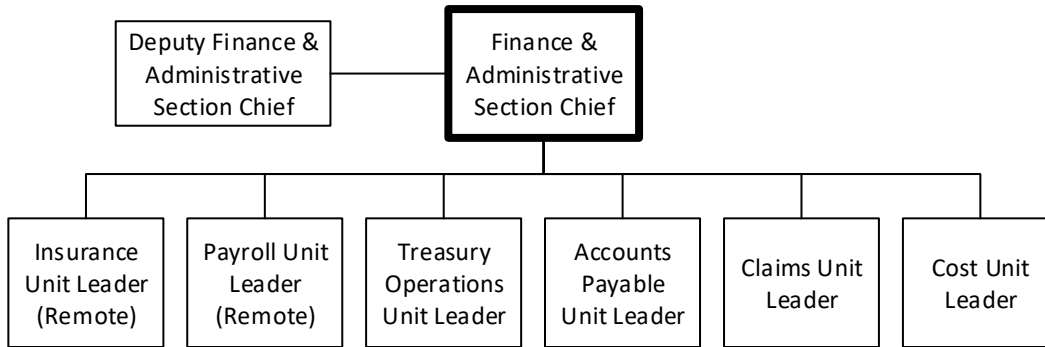
Figure 5-13 General Staff – Finance and Administration Section

The Finance and Administration Section:

- 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

- Tracks potential claims for compensation for injury or damage to life or property

- 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

The Finance and Administration Section partners with Emergency Program Management to perform multiple tasks that help ensure that our costs are captured correctly:

- In-Lieu of meal reconciliations

- MEBA / CEMA qualification audits

- Timely closing of EOC orders

The team also partners with 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 oversees the Finance and Administration Section, which includes the following units.

5.6.1   Insurance Unit

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

The Insurance Unit:

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

- Maintains and submits incident documentation, such as: ICS 214 Unit Log, reports, talking points, documents, notes, drafts and other materials, to the Documentation Unit

5.6.2 Payroll Unit

The Payroll Unit:

This page has been redacted.

Figure 5-14 General Staff – Finance Staff Wearing Green Vests

- 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

- 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

5.6.3 Treasury Operations Unit

The Treasury Operations Unit:

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

- 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

5.6.4 Accounts Payable Unit

The Accounts Payable Unit:

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

- 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

5.6.5 Cost Unit

The Cost Unit:

- Ensures that individuals 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

- Ensures that a forecast is being created with updated unit costs and assumptions that provides an accurate estimate of total cost to be incurred (expense and capital)

- 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

5.6.6 Claims Unit

The Claims Unit:

- Ensures awareness of any claims that might be filed against the company

- Ensures awareness of any safety issues that may have been created due to how we responded to the incident

- 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

6 Emergency Facilities

This section describes PG&E's emergency management facilities. Like the personnel structure described in the previous chapter, some work sites, such as the Control Centers, are permanent teams and facilities whose primary function is to manage day-to-day emergency operations, as well as to prepare for and support PG&E's emergency response. Other field facilities are stood up when needed to respond to an incident.
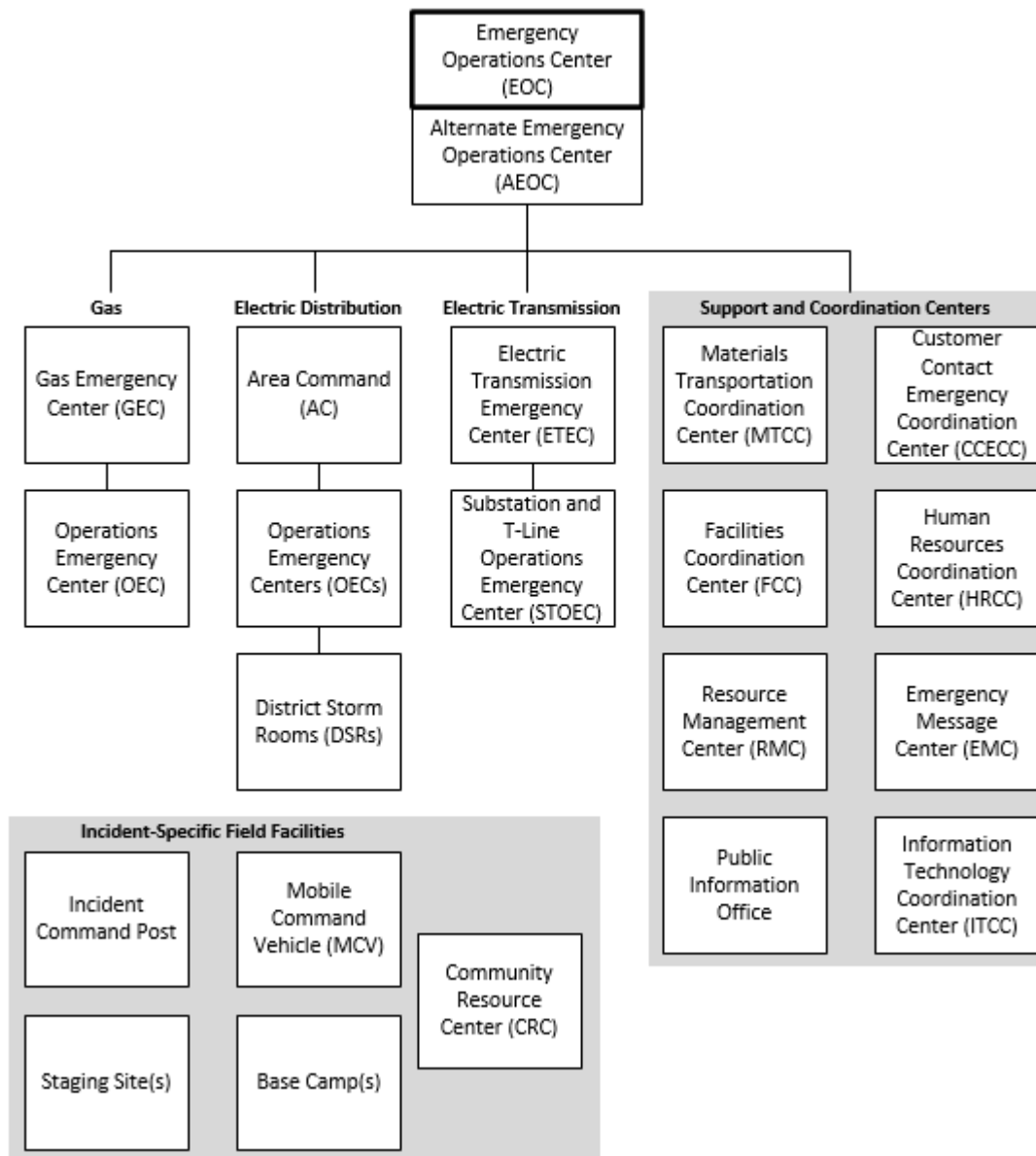
Figure 6-1 PG&E Emergency and Support/Coordination Centers

Emergency and Support/Coordination Centers are an important part of PG&E's emergency response. Depending on the level of the incident, command and control may be executed at any one of PG&E's designated Emergency or Coordination Centers.

PG&E's emergency response program includes:

- Emergency Centers
- Control Centers
- Support and Coordination Centers
- Emergency Field Facilities
- Operations Centers

Each facility type may consist of multiple units and each unit may have numerous components.

6.1   Emergency Centers

Following the principle that an initial response is local and emergencies may scale up (before then scaling back to operations as usual), the descriptions below start with the smallest, most local facility, e.g., District Storm Room, and work up to the EOC.

6.1.1   District Storm Rooms (DSRs)

DSRs are a tactical emergency centers   whose main function is to manage the local restoration effort during all levels of emergencies. The DSR is generally located in a service center. DSR staff reports up to the operation section of the Operations Emergency Center (OEC) and directs activities of field resources, such as Troublemen, gas service representatives (GSRs), meter technicians, estimators, mappers, and field operation crews.

6.1.2   Substation and T-Line Operations Emergency Center (STOEC)

The STOEC provides field outage information to the ETEC for prioritization and restoration consideration, provides updates on ongoing transmission outages, and coordinates damage assessment, information dissemination, movement of transmission line and substation manpower and equipment, and other technical support to assist operating departments in restoring service. The STOEC reports to the ETEC.

6.1.3   Electric Transmission Emergency Center (ETEC)

ETEC is the emergency center for Transmission System Operations. ETEC provides PSPS support, system restoration support, transmission outage prioritization, and block calculator support to PG&E System Dispatch Vacaville (SDV) and System Dispatch Rocklin (SDR). ETEC serves as a hub that coordinates support between STOEC, the Emergency Operations Center (EOC), Electric Operations, Transmission Line, Substation, News, other departments and external entities.

ETEC activates at SDV's or SDR's request or when the California Independent System Operator (CAISO) initiates load curtailments. ETEC is staffed with 3-4 persons, some of whom will be from the Transmission Operations Engineering (TOE) group. If the EOC is activated, ETEC reports to the Electric Transmission Operations Branch Director.

ETEC's primary location is in **REDACTED** an alternate location is at the

6.1.4 Operations Emergency Center (OEC)

PG&E has OECs strategically located throughout the service territory, 18 for Gas and 19 for Electric. OEC staff provide oversight and support at a divisional level. The OEC consists of corresponding positions that are found in both the Gas Emergency Center (GEC) and the Emergency Operations Center (EOC). The OEC directs and coordinates the DSR and the personnel necessary to assess damage, secure hazardous situations, restore service, and communicate information internally and externally.

OECs may support more than one incident at a time and may have several ICPs reporting into them. The OECs report incident status if the corresponding regional center has been activated.

During a dual commodity incident, an integrated incident organization may be used in a shared facility, rather than activating separate OECs for Gas, Electric and other LOBs. For more information, see Section 4.5, "Dual Commodity Response."

6.1.5 Electric Area Command (AC)

PG&E currently has six Electric ACs:

- North Coast
- Bay Area
- Sacramento Valley
- Tri Valley
- Peninsula South Bay
- South Coast Valley

An Electric AC 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. Electric OECs report to an Electric AC when it is activated. As an incident escalates, the Electric AC becomes the point of contact for information and managing escalated OEC issues.

When the EOC is activated, the Electric AC communicates operational status, resource requests and logistical needs to the EOC, including Electric OEC status.

6.1.6 Gas Emergency Center (GEC)

The GEC activates in support of gas, OEC operations for level 3 or higher emergencies, and EOC operations for dual commodity emergencies as needed. Further, during dual commodity emergencies, the GEC provides support to the EOC in Operations, Planning and Intelligence, and Logistics. If the EOC is not activated, the GEC will manage an overall gas incident. During an EOC activation, the GEC Director reports to the Gas Operations Branch in the EOC.

The GEC serves as both the primary emergency center and regional emergency center for Gas Operations. Whereas Electric Operations has OECs, Electric ACs and the EOC, Gas Operations emergency structure has OECs and the GEC but no regional centers.

6.1.7 Emergency Operations Center (EOC)

PG&E has one primary (EOC) and one alternate (AEOC) emergency center. The EOC is a designated location where staff from multiple lines of business (LOB) come together to:

- address imminent threats and hazards including planned events (e.g. Extreme+ weather forecasts, terrorist threat)

- Provide coordination and support to incident command, on-scene personnel, and/or other EOCs

The EOC is a workspace designed to:

- Optimize unity of effort and teamwork in a common workspace

- Serve as a central location for sharing information, providing legal policy guidance to on-scene personnel, and planning for contingencies

- Enable staff to coordinate, deploy, allocate and track resources efficiently

- Provides set system-wide objectives and strategies

- Supports the EMO

- Support effective communication including the status of the emergency response to senior management and emergency centers, and to external agencies including the California Office of Emergency Services (Cal OES), California State Warning Center (CSWC), and State Operations Center Utility Operations Center (SOC UOC)

- Coordinate plans and determine current and future needs

The primary EOC—located at **REDACTED**—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 designated AEOC—located at **REDACTED**, the Vacaville Emergency Response Center (VERC)—is activated if the EOC is inaccessible.

During significant emergency incidents, PG&E may activate additional emergency centers to support local emergency centers managing the work in a defined geographic region. The local emergency centers are responsible for directing resources to implement actions and for reporting status and progress through the emergency center chain of command. The additional centers, including the EOC, coordinate information sharing throughout the response structure and assist with coordination between the local emergency centers and prioritization of resources.

See Section 5 of this plan for EOC staffing and organizational information.

6.2 Control Centers

6.2.1 Electric Distribution Control Center (DCC)

PG&E's three DCCs in North, Central, and 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) in the DCC directs field-level employees restoring service to:

- Operate distribution devices in the field to perform step restoration

- Substations to reconfigure or re-energize the distribution grid

6.2.2 Electric Transmission / Vacaville Grid Control Center (VGCC)

The VGCC manages real-time transmission operations and is the single point of contact for transmission and distribution (T&D) operations with the California Independent System Operator (CAISO).[42]

The VGCC is staffed 24 hours per day, 365 days per year, and is in daily contact with the CAISO to monitor the power flows, receive clearance requests, and establish system restoration priorities, etc.

The VGCC deals 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

PG&E's Gas Transmission and Distribution control centers (collectively referred to as the Gas Control Center or GCC) monitor and control the flow of gas across the system 24 hours per day, 365 days per year, to ensure that it is received and delivered safely and reliably to customers. The GCC personnel manage and operate the gas transmission and distribution systems in accordance with federal regulations such as 49 CFR § 192.631, "Control Room Management."[43]

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.

> For gas hazards and dig-ins near electric facilities, where there is a potential or confirmed ignition hazard, follow the communication and coordination process in Section 10.1.5.1, "Gas and Electric Coordination Process," which applies to both control centers and field personnel.
>
> For all dual (or multiple) commodity incidents, see Section 4.5, "Dual Commodity Response."

6.2.4 Enterprise Network Operations Center (ENOC)

The ENOC (staffed 24/7/365) analyzes the health and availability of technology services provided by Information Technology to identify issues and engage the proper parties in their resolution. ENOC responsibilities include:

- Monitoring of IT infrastructure and critical systems

- IT incident and event management

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[42] 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.

[43] For the text of 49 CFR § 192.631, see https://www.ecfr.gov/cgi-bin/text-idx?node=se49.3.192_1631. Link validated 10/03/2018.

- IT incident escalation and clearances (IT systems change management)
- IT Operations support

6.2.5 Fairfield Security Control Center (FSCC)

The FSCC monitors and manages the physical access to PG&E facilities.

The FSCC is staffed 24/7/365.

6.2.6 Security Intelligence Operations Center (SIOC)

⚠The SIOC provides threat intelligence, penetration testing, cybersecurity monitoring and cybersecurity incident response services for all PG&E networks and systems.

The SIOC provides security monitoring 24x7x365.

6.2.7 Wildfire Safety Operations Center (WSOC)

⚠Established in Q1 2018, the Wildfire Safety Operations Center (WSOC) is PG&E's newest centralized operations center set up to detect, assess, mitigate, communicate and respond to wildfire threats using a one-PG&E approach. The **REDACTED** and is staffed 24 hours a day, seven days a week with a staffing level that will vary with changing conditions.

The organization consists of three elements: analysts in San Francisco monitoring the territory for wildfires, Public Safety Specialists (PSS) engaging emergency responders at the local level and the Safety and Infrastructure Protection Teams (SIPT) mitigating the risk of fire on work site. Should the San Francisco facility be inaccessible, a temporary backup site is configured and ready in San Ramon.

The WSOC:

- Monitors potential fire threats and ignitions across PG&E's service area
- Analyzes 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
- Coordinates with PG&E Emergency Operations Center to deploy resources to help protect critical utility infrastructure and crews in anticipation of a potential PSPS Event.
- Partners and coordinates with local government, first responders, media and safety officials on wildfire prevention and emergency response
- Works closely with field crews doing high-risk work to mitigate the risk of PG&E-caused ignitions

6.3 Support and Coordination Centers

In addition to the above emergency centers responsible for field operations, PG&E may activate additional Support and Coordination Centers that directly assist and augment the EOC and PG&E's restoration, customer service, and communications efforts.

Each center activates based on situational need and ultimately reports up to a parent function in the EOC. The table below describes these centers (in alphabetical order), their functions, and who has the authority to activate (in bold) and command.

Table 6.1 Support and Coordination Centers

Initials	Coordination Center Function	Activate and Command Authority
△CRC	**Community Resource Center** • Opens to help impacted customers and affected communities during PSPS event. • Designed to offer customers a safe, energized location to meet their most basic power needs, such as charging cell phones and laptops. Provides them up-to-date information about PSPS and timing of restoration.	**Customer Field Lead** EOC Customer Strategy Officer
CCECC	**Customer Contact Emergency Coordination Center** • Coordinates response to emergencies through the WFM Routing Team • Compiles and reports facility, operational and customer status information	**Manager, Customer Technology and Call Routing** Customer Strategy Officer PIO
FCC	**Facilities Coordination Center** • Communicates facility impacts to the EOC and/or the GEC • Dispatches civil engineering, building and environmental support specialists to inspect damaged facilities • Coordinates with the other centers to identify and address critical facility issues affecting emergency response • Staffed by CRESS, Geosciences and Substation Engineering	**Director of Corporate Real Estate** EOC Logistics Section Facilities Unit Leader

Initials	Coordination Center Function	Activate and Command Authority
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 • Synchronize impacted personnel efforts with PSEA (Pacific Service Employees Association)	**HRCC Unit Leader** HR Officer Assistant HRO
ITCC	**Information Technology Coordination Center** • Responsible for IT and telecommunications during emergencies • Manages major technology interruptions[44] • 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) 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	**Manager of Warehouse Distribution** EOC Logistics Section Logistics Section Chief (LSC)
RMC	**Resource Management Centers** • Provide clerical and estimating resources support	

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[44] **REDACTED** ███████. 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.

6.4 Emergency Field Facilities

Field facilities are temporary sites set up to facilitate restoration and response. The most common types of field facilities are:

- Base Camps
- Staging Areas
- Micro Sites
- Materials Laydown Areas
- Community Resource Centers
- Incident Command Posts (ICPs)
- Mobile Command Vehicles

Requests for base camps, staging areas, micro sites and materials laydown areas 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 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.

Base camps may:

- Function as an Operations Emergency Center (OEC) or Incident Command Power (ICP)
- Be staffed with an Incident Management Team (IMT)
- Have HR, EAP, and Academy on site for support when required
- 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 work space
- Have on-site emergency medical technicians
- Have rest and recreation facilities
- Have a landing zone for helicopters

Figure 6-2 October 2017 Fires Rohnert Park Base Camp

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's materials, supplies, and tools

- Confirms that crews have met the appropriate criteria to be released, including time sheets, safety briefings and other exit 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.
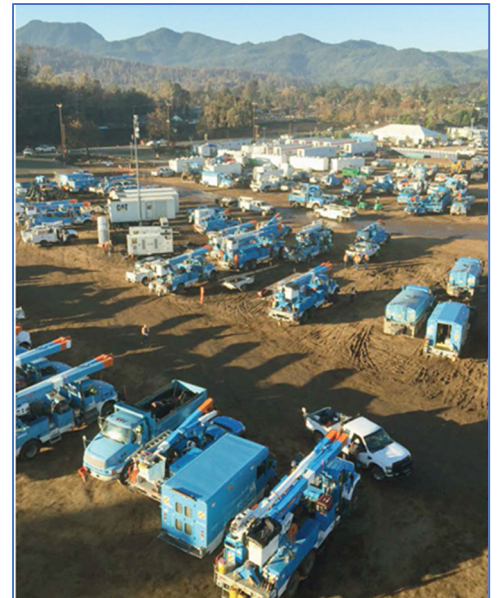
Figure 6-3 Incident Command Post

6.4.5 Community Resource Center (CRC)

A CRC is designed to provide customers and residents a safe, energized location to meet their basic power needs and provide additional up-to-date information in neighborhoods and communities when a Public Safety Shutoff Program (PSPS) event occurs. PG&E's concept will be to stand up a mobile tent at a pre-determined location that provides air-condition, bottled water, charging stations, and restoration information.

6.4.6 Incident Command Post (ICP)

The 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).

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

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 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.

The types of MCVs available are:

Type I Commander

- Used for Electric and Gas emergencies

- Outfitted for large, multi-day incidents

Type II Lieutenant (Lt.) Commander

- Mid-size motor coach between Commander and a Sprinter

Type III Sprinter

- Used for short-duration incidents that do not require extensive capabilities

- For additional information see: http://www/MCV/.

Figure 6-4 Mobile Command Vehicle (MCV)

Emergency Communications Trailer (ECT)

- Used to enhance radio communications in the event of poor radio coverage

- 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

- 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 H for vehicle storage locations and equipment specifications, e.g., size, fuel capacity, generator run time, and installed equipment, including radios, phones, work stations, printers.

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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 (VO)
- Local Government
- State Government
- Federal Government

7.1   Industry

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

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

Prepare Respond Recover Mitigate

Figure 7-1 Prepare Respond Recover Mitigate

7.2 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 (VO) 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.[45]

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.

7.3 Local Government, Office of Emergency Services (OES), Operational Areas

Local governments 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

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

- Maintains communications with the state Regional Emergency Operations Center (REOC), local emergency operations centers and other agencies

- Requests resources from the state, as needed

7.4 California State Government

Generally, contact with an outside agency is coordinated through the Liaison function in the EOC, the Legal Advisor, or in some cases through the Operations Section.

State of California Resources	
Cal OES	Office of Emergency Services
Cal-EMA	now Cal OES
SOC	State Operations Center
SEP	State Emergency Plan
CA-ESFs	California Emergency Support Functions
CNRA	California Natural Resource Agency
CUEA	California Utilities Emergency Association

Figure 7-2 State of California Resources

California Office of Emergency Services (Cal OES)

- Prepares for, prevents, responds to and recovers from all threats, crimes, hazards and emergencies.

- Cal OES also 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)

- Maintains the State Emergency Plan (SEP) which outlines the state-level strategy to support local government efforts during emergencies. The SEP also establishes the California Emergency Support Functions (CA-ESPs), which are deemed essential to emergency management. The ESF 12 Utilities Annex outlines the role of the California Natural Resources Agency (CNRA) and the California Utilities Emergency Association to support the utility infrastructure system throughout California

▲Emergency Management Liaison

In October 2018, PG&E assigned a full-time Emergency Management (EM) Liaison to CA OES in Mather, California. The Liaison is responsible for advanced planning and aligning efforts primarily with CA OES and other state agencies such as CA Fire.

The Liaison is responsible for:

- serving as the primary point of contact between PG&E and CA OES

- providing daily PG&E updates to the California State Warning Center

- responding to requests for information (RFI) and requests for action (RFA)

- ensuring effective coordination between PG&E and CA OES

- pre-planning with CA OES to identify current or potential inter-organizational issues
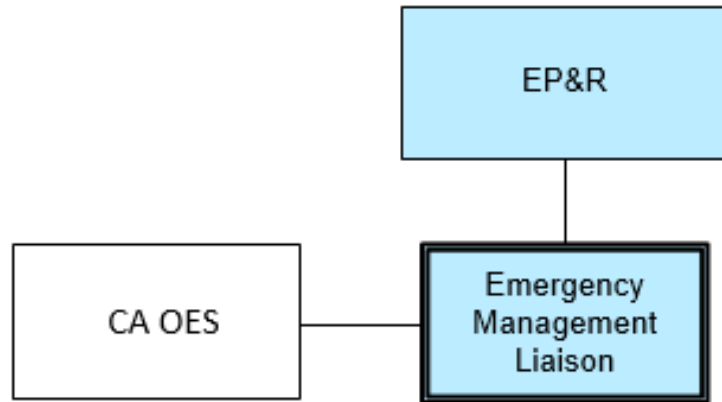
Figure 7-4 Emergency Management Liaison reports to EP&R

Figure 7-4 shows the reporting relationship between PG&E and CA OES

State Operations Center (SOC) – when activated

- SOC is the primary point of coordination for all state agencies during emergencies.

State Emergency Plan (SEP)

- Outlines the state-level strategy to support local governmental efforts during emergencies

- Establishes the California Emergency Support Functions (CA-ESFs), which are deemed essential to emergency management and led by a state agency and represent an alliance of state government and other stakeholders with similar functional responsibilities

- ESF 12-Utilites Annex outlines the role of the California Natural Resources Agency (CNRA) and CUEA to support the utility infrastructure system throughout California

Office of the Governor

- Is responsible for giving energy policy direction to all state agencies

- In the event of an emergency, PG&E's State Government Relations team is responsible for contacting the Governor's office on behalf of the Liaison Officer in the EOC

California State Legislature

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

- In the event of an emergency, PG&E's State Government Relations team is responsible for contacting the leaders of the California State Legislature on behalf of the Liaison Officer in the EOC

California Energy Commission (CEC)

- Officially named the California Energy Resources Conservation and Development Commission

- 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

- In the event of an emergency, PG&E's State Agency Relations team is responsible for contacting the CEC on behalf of the Liaison Officer in the EOC

California Air Resources Board (ARB)

- 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

- In the event of an emergency, State Agency Relations is responsible for contacting the ARB on behalf of the Liaison Officer in the EOC

California Public Utilities Commission (CPUC)

- Regulates investor-owned electric and natural gas utilities operating in California[46]

- In the event of an emergency, Regulatory Relations is responsible for contacting the CPUC on behalf of the Liaison Officer in the EOC, as well as specific operational notifications made by the EOC Operations Section

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

California Public Utilities Commission (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

For more information refer to CPUC Decision 18-08-004 and CPUC Resolutions M-4833 and M-4835.

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 DCPP or the Safety Officer in PG&E's EOC is responsible for contacting and interacting with the CDPH

California Department of Forestry and Fire Protection (CAL FIRE)

- Provides fire protection and stewardship for over 31 million acres of privately owned wild lands

- 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

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

> 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.

- Monitors the transmission system at all times

- Operates two control centers:

    ○ **REDACTED** houses one of the most modern control centers in the world

    ○ **REDACTED** facility that is ready to assume control of the grid within minutes

7.5 United States Federal Government

Generally, contact with an outside agency is coordinated through the Liaison function in the EOC, the Legal Advisor, or in some cases through the Operations Section.

However, depending on the nature of the emergency, PG&E may also establish direct contact with certain federal agencies—such as the Department of Energy (DOE) or the Department of Transportation (DOT)—that directly regulate or have operational interaction with PG&E.

Department of Homeland Security (DHS)

- Is designated as the primary federal agency to execute the National Response Framework (NRF) and integrate other interagency plans such as the National Contingency Plan for Oil and Hazardous Materials (HAZMAT)

- Provides the National Infrastructure Protection Plan (NIPP) 2013 as a guide to manage the nation's effort to achieve national critical infrastructure security and resilience goals

- Is the parent agency of the Federal Emergency Management Agency (FEMA)

- Is supported by the United States Coast Guard (USCG), a military service and a branch of the armed forces of the United States positioned within the DHS, except when operating as a service in the Navy

- The United States Coast Guard may be requested to assist in emergency actions involving vessels and persons offshore, including following emergencies at DCPP

- Depending on the nature of the emergency, PG&E generally coordinates with FEMA but may coordinate with other branches of the DHS that have responsibility for addressing cybersecurity and other terrorist activity

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 14 Emergency Support Functions (ESFs), grouping capabilities and resources into functions of the primary and support agencies

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

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

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)

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

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

Department of Energy (DOE)

- Is the primary federal point of contact within the energy industry for information sharing and requests for assistance from private and public-sector owners and operators

- Has the capability to dispatch radiological assistance teams to aid in radiological monitoring and provide technical guidance to state and local agencies during an emergency at DCPP

- FEMA's NRF ESF #12-Energy describes the 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 Sub-Sector 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.

Environmental Protection Agency (EPA)

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

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

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.[47]) 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

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[47] https://en.wikipedia.org/wiki/Western_Interconnection checked 6/26/18.

8   Concept of Operations

8.1   Emergency Plan Activation

To ensure a consistent and well-coordinated emergency response, PG&E developed a five-tier incident classification scheme. Level 1 represents the least damage to PG&E's systems and Level 5 represents a catastrophic incident. The schema puts in context an incident's complexity and the actions that may be required. This information is summarized in Table 8.1. See also Appendix B, "Levels of Emergency and Activation Criteria for PG&E," and LOB- and Hazard-specific annexes for more comprehensive charts with LOB- and hazard-specific examples.

Table 8.1 Levels of Emergency and Emergency Center (EC) Activation

Type	Level	Description	Centers Activated*
Routine	1	**Routine** • Incident involves a relatively small number of customers • Local resources are sufficient • Little to no media coverage	ICP
Elevated	2	**Elevated** • A pending or local incident that requires more than routine operations • Resources may need to move within the region • Increased media interest	ICP OEC
Serious	3	**Serious** • Incident involves large numbers of customers • Resources may need to move between regions • Potential increased, actual or imminent negative media interest	ICP OEC (Electric AC) / (GEC) (EOC or AEOC) (ETEC) (STOEC)
Severe	4	**Severe** • 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	ICP OEC Electric AC / GEC EOC or AEOC (ETEC) (STOEC)
Catastrophic	5	**Catastrophic** • 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	ICP OEC Electric AC / GEC EOC or AEOC (ETEC) (STOEC) (Executive Team)

Please note the following distinctions regarding activation criteria:

- **Situational need and the IC's discretion determine which centers are activated; virtual EOC and/or multiple centers may be activated. Centers in parentheses open as needed.**
- Workload is the primary unit used to determine the need to escalate.
- A dual-commodity incident will default to the higher level, e.g., if an incident is rated Electric Level 4 and Gas Level 2, the EOC will staff to a Level 4 event.

*Acronyms stand for: Incident Command Post (ICP), Operations Emergency Center (OEC), Area Command (AC), Gas Emergency Center (GEC), (Alternate) Emergency Operations Center (AEOC or EOC), Substation and T-Line Operations Center (STOEC).

8.2 Level 1 Incidents

Level 1 emergencies require no special trigger and are managed locally following existing procedures. In an escalating incident, local management will notify the 24-hour EOC On-call EOC Commander about the nature of the incident and the potential for escalation.

The on-scene Initial Assessment Team and EOC on-call commander use an activation matrix to determine whether to activate the appropriate emergency operations plan.

8.3 Level 2 Incidents

Declaration of emergency incidents at Level 2 or greater can be triggered at PG&E in two ways:

- An escalation of a Level 1 emergency
- Recognition of a company-wide emergency, e.g., an earthquake or other sudden and widespread incident

If the plan is activated for a Level 2 emergency, a local OEC may be activated.

8.4 Level 3 Incidents

If the plan is activated for a Level 3 emergency, an Electric AC may be activated and possibly the EOC (and/or GEC for a gas emergency). It is at the IC's discretion whether to activate the EOC and, if appropriate to the situation, whether a back-up or alternate EOC facility should be opened.

The decision to activate the EOC for a Level 3 emergency is based on whether a response to the emergency will be served by managing resources and operations centrally and whether prioritization for the use of resources is necessary.

Authority to declare a Level 3 or greater emergency and to activate the EOC rests with the following personnel or their pre-designated alternates:

- Pre-designated ICs
- VP, Asset and Risk Management, Community Wildfire Safety Program
- SVP, Electric Operations
- VP, Gas

In their absence, any company senior officer may make the decision to activate the EOC.

Additional LOBs may request that the EOC be opened to support an emergency response. Requests to open the EOC are made to the Director of EP&R, who submits this request to the VP Asset and Risk Management, Community Wildfire Safety Program. If the Director of EP&R is not available, the request may be submitted to the managers who report to the Director of EP&R. Generally, the Manager of Business Continuity and Emergency Response is the primary backup to the Director, as that position is also responsible for opening the EOC.

The managers reporting to the Director of EP&R are:

- Manager, Business Continuity and Emergency Response
- Manager, All-Hazards Planning and Response Support
- Manager, Strategic Development

8.5   Level 4 and Level 5 Incidents

If the plan is activated for a Level 4 or Level 5 emergency, the Emergency Operations Center (EOC) is activated. In addition, in the event of major emergency such as an earthquake, the Director of EP&R or a pre-designated alternate may initiate activation of the EOC without the prior approval of the Incident Command (IC) or designated alternate. An Alternate Emergency Operations Center (AEOC) may be activated, depending on the situation specifics and to ensure the health and welfare of the public, PG&E responders, and others.

8.6   Triggers and Authorities to Activate Emergency Centers

This section describes the typical use of different emergency centers and their reporting structures. Each emergency center has its own activation protocols; Gas and Electric Operations also each have protocols for activation that can be found in their line of business (LOB) annexes.

The updated Emergency Operations Center (EOC) Activation Checklist and the EOC Deactivation Checklist, to be completed by the EOC Manager and the EOC Admin, are accessible on the EOC Resources SharePoint, specifically at EOC Resources/Command Staff/Forms and Tools folder. Emergency center commanders use the Electric Incident Level Matrix and OEC Activation Guidelines to determine whether to activate the emergency operations plan and at what level to activate an emergency center.

While various personnel in the EOC On-call roster can recommend the activation of a plan or facility to the appropriate emergency center commander, the decision to activate an emergency center is at the discretion of the specific emergency center's Commander and is based on the complexity of the incident.

As stated throughout this document, generally and especially for events for which there is warning, such as winter storms, emergency centers most adjacent to an impacted area activate first. As an incident develops or additional support is needed, other emergency centers activate to support the incident.

Table 8.2 details in escalating order the activation requirements and triggers.

Table 8.2 Emergency Center Activation Authority and Triggers

Activation Authority	Activation Triggers

Electric OEC activation authority:
 	
• Pre-designated ICs
• VP Electric Transmission Operations
• SVP Electric Operations
• VP of Gas Operations
• Designees or delegates
	OEC activation may occur under any of the following criteria:
	
	• Major Emergency Event where:
	  ◦ A division exceeds the total number of transformer and above outages noted in the OEC Activation Requirements Procedure, and
	  ◦ The outages are stable, with the majority of outages unassigned
	• Pre-Event where:
	  ◦ A division's SOPP forecast is Category 3 or above and PG&E predicts that the event will ultimately meet the Major Emergency Event criteria
	• A wildfire that does not meet the Major Emergency Event or Pre-Event criteria where:
	  ◦ The wildfire event is under way,
	  ◦ PG&E de-energizes electric distribution facilities to mitigate public safety and/or first responder risk, including at the request of responding agencies, such as CAL FIRE, US Forest Service and/or City or County government, and
	  ◦ PG&E mobilizes resources from outside the affected district to address the wildfire event
	• By direction of any Electric director
	• As requested by Electric leadership below the director level
	
	Costs may be charged to the Major Emergency Balancing Account (MEBA); see Emergency Financial Guidance.

Gas OEC activation authority: • OEC commander • GTCC manager • GDCC manager • M&C supervisor • M&C superintendent • M&C Director • GPOM Director • Field Service Director • GC Director • GT O&M supervisor • GT O&M superintendent	The Gas Incident Level Matrix and Gas Emergency Response Plan (GERP) specify: • Staff authorized to activate the emergency operations plan, • Triggers for emergency center activation, and • Guidance for establishing the appropriate level of activation A Level 1 gas emergency requires no triggers and is managed by the local supervisor following existing standards and procedures. At the scene, activities of on-scene response personnel are typically managed at a Gas M&C or GT O&M ICP location. The OEC / Facility Commander or delegate serves as the single point of contact with all off-site, e.g., Gas Control Center and other PG&E, e.g., company communications, groups. An OEC may be activated to support the ICP. Gas OEC activation reasons include, but are not limited to: • Gas Dispatch and Scheduling receiving more than 20 calls within the first hour of a gas-related incident appearing to occur within a localized area or district • > 200 estimated customer outages

Activation Authority	Activation Triggers
Gas OEC activation, cont'd	• Incidents requiring out-of-area Gas Service Representatives (GSR) resources or out-of-region M&C personnel
	• > 50 unplanned service interruptions or re-light efforts forecast to last >12 hours
	• Planned or unplanned local or backbone curtailments
	• Certain cold weather incidents
	• High-profile gas incident with significant media interest
	• High-profile gas commercial or industrial customer incident
	• Gas distribution or transmission incident that will likely result in customer outages, e.g., single line feed to commercial or multiple residential customers
	• Multiple (or potential for multiple) gas transmission system outages and resource limitations
	• Dig-in or line rupture with blowing gas or backbone transmission line
	• Odorant equipment incident: High to low odorant levels in gas line, or uncontrolled odorant release to atmosphere or pipeline
Electric ETEC and **STOEC** activation authority: • Director Transmission Operations • Director Transmission Line • Director Substation • Designees or delegates	Electric Transmission Emergency Center (ETEC) and Substation and T-Line Operations Emergency Center (STOEC)[48] activation reasons include, but are not limited to: • Level 3 or greater emergency • At the request of the System Dispatcher • Incidents that affect the Bulk Electric System
ITCC activation authority: • ITCC group supervisor (if the EOC is not activated) • IT branch director • IT officer	Level 1 and Level 2 emergencies require no triggers to activate and are managed by: ENOC Service Manager for IT incidents or Cybersecurity department in coordination with ENOC and the Technology Solution Center (TSC) for level 1 cybersecurity incidents; Cybersecurity Incident Response Team (CS-IRT) and Cybersecurity Incident Management Team (CS-IMT) for level 2 cybersecurity incidents Information Technology Control Center (ITCC) activation reasons include, but are not limited to: • Level 3 or greater IT emergency with a significant impact to business operations • The recognition of a company-wide emergency such as would occur in a complex or widespread cyber or technology incident • A trigger in Gas, Electric or Generation operations is met as a result of a technology service disruption or cyber emergency • The ITCC Group Supervisor may recommend activating the EOC to the on-call IT Branch Director and on-call IT Officer, who will determine if the event

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[48] Formerly known as Substation Transmission Operations Emergency Center (STOEC)

Activation Authority	Activation Triggers
	meets the appropriate incident criteria. The request to activate the EOC is submitted to the Director of EP&R
	• The IT and Cybersecurity Annexes to the CERP provide additional details on activation triggers and guidance for establishing the appropriate level of activation
	• Using the activation matrix and *Information Technology PG&E Incident Levels* criteria, the ENOC Service Manager may recommend activation of the ITCC[49]
Electric AC activation authority: • AC Commander • Designees or delegates	Electric Area Command (AC) activation reasons include, but are not limited to: • A Level 3 or greater emergency • Multiple OECs are activated • At the request of the OEC Commander, EOC Commander, or EOC On-call
EOC and/or GEC activation and location authority: • VP Gas Operations • VP Gas Engineering and Design • VP Gas Transmission and Distribution (GT&D) Construction • VP Gas Transmission and Distribution (GT&D) Operations • VP Gas Asset Management and System Operations • VP Electric Transmission Operations • Senior Director Gas T&D Operations • Senior Director Corporate Security • Director Gas T&D Construction Management • Director Gas Transmission Construction • GEC Commander • EOC Commander • Field Service Director • Senior Director of GC • Manager of GEP	EOC and/or GEC activation reasons include, but are not limited to: • Loss of transmission or distribution facilities that cause or is likely to cause outages to more than 5,000 customers (for less than 5,000 customers, GEC activation is optional, depending on other criteria) • Significant harm to the public • Damage to PG&E's brand reputation • National media attention • Technology failure that causes multiple mission-critical processes to activate Business Continuity Plans • Significant issues regarding employee resources availability • Significant life safety or environmental impact • Need for communication/coordination to support a major gas incident • Earthquake significantly affecting PG&E services territory or system operations • Terrorist threat specific to a gas facility – based on Corporate Security alerts • High-profile gas commercial or industrial customer incident • Backbone gas curtailment, planned or unplanned • Failure of critical equipment that could lead to backbone or local transmission curtailments • Major media contact, e.g., county, state and national level media • Cold Weather Day or below-freezing temperatures, based on forecasts <table><tr><td>Personnel authorized to activate the EOC also have the authority to determine which EOC site is to be opened: **REDACTED** Other Site – TBD Virtually – Phone / Internet</td></tr></table>

Activation Authority	Activation Triggers
EOC activation authority for **physical security incidents**: • Director Corporate Security • Manager Asset Protection & Physical Security • Manager, Security Investigations & Operations* • Manager Physical Security – Security Operations Center	EOC activation reasons include, but are not limited to: • A physical attack on a PG&E facility • A physical attack on a PG&E employee • The request to activate the EOC is submitted to the Director of EP&R, or pre-designated alternate A physical attack on a PG&E facility or employee will result in the notification of Corporate Security through the Fairfield Security Control Center.

8.7 Emergency Response Sequence

All employees involved with emergency response should become familiar with:

- The CERP

- Applicable functional and hazard-specific annexes

- Relevant emergency centers' contact lists

- EPRS-9009 Introduction to the Incident Command System (ICS) – web-based training

- EPRS-9010 Company Emergency Response Plan (CERP) – web-based training updated annually

The following sections discuss preparing for and responding to emergencies, starting with weekly situational awareness calls and on-call rotations through activation, notification, assessment and restoration. For additional details on mutual assistance, restoration and deactivation procedures, see Chapter 9.

PG&E's emergency readiness and response sequence may be summarized by the following steps described below and throughout the CERP:

1. Pre-incident Readiness

2. Make Safe and 911 Stand-by

3. Establish Command

4. Notify

5. Assess Damage

6. Restore

7. Demobilize

8.8 Readiness

8.8.1 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

8.8.2 On-Call Teams

The EOC has five on-call teams: Alpha, Bravo, Charlie, Delta and Echo. Echo was added to the rotation in January 2018. EOC on-call staff is sourced from across the PG&E enterprise. Each team is on-call for a two-week period and is expected to report to the EOC or the alternate EOC within the time frame determined by the IC, if activated.

Each team includes:

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

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

On-call teams also exist at field emergency centers and control centers and in the Gas and Electric Emergency Preparedness groups. More information on how the LOBs use the on-call teams can be found in their respective annexes to this CERP.

8.8.3 Readiness Activities

When a signal of an impending incident is received, one or more emergency centers may be activated or other preparatory actions may be taken. 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

- Evaluating supplies and equipment

- Canceling or postponing non-critical meetings

Pre-incident preparations should be incorporated into the emergency response and restoration operations at every level of PG&E's emergency management organization. The EOC Commander will direct appropriate proactive measures when identified triggers have been met.

8.9 Make Safe and 911 Standby

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

8.10 Establish Command

For emergencies involving a single commodity or line of business (LOB), a company officer or a pre-designated qualified individual overseeing that commodity or LOB may act as the EOC Commander. Pre-designated EOC Commanders have the authority to make decisions and commit to expenditures consistent with the level of emergency they are qualified for and PG&E's delegation of authority.

For emergencies involving more than one commodity or LOB, one of PG&E's senior officers or a pre-designated qualified individual may act as the EOC Commander. As part of the EOC on-call staffing process, EP&R maintains a list of qualified EOC Commanders.

8.11 Notification

8.11.1 Internal Call-Out Procedures

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

8.11.1.1　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.

8.11.1.2　EOC Notification

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) and ARCOS are two methods 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:

- The authorized IC or officer notifies the Director of EP&R which EOC (primary or alternate) is being activated, the time frame and personnel required for activation

- The Director of EP&R then notifies the EOC on-call manager. If the Director is unavailable, the EOC manager is directly notified by the EOC on-call IC

- The EOC on-call manager readies the facility for use[50]

- The EOC on-call manager or designee notifies on-call staff to report to the EOC using the notification process outlined in the EOC activation procedures

In the event of a significant natural disaster, such as an earthquake or cyber-attack, notification may be challenging or impossible. All levels of PG&E emergency management operations are expected to report immediately to their pre-defined locations even if they have not received official notification.

If travel conditions prevent emergency personnel from reporting to their pre-defined locations, they are instructed to report to the nearest PG&E business office or service center and contact the EOC or their designated center for further direction.

8.11.1.3　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 minutes of the declaration of an Alert or higher emergency.

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[50] The primary EOC can be active immediately; the AEOC requires two hours of set up time from notification.

If the primary EOC has been activated, or if circumstances or changing conditions make it unsafe or unwise to continue to operate at that location, arrangements for transportation to the Alternate EOC (AEOC) will be made by the Logistics section. The EOC manager is responsible for coordinating the set-up of the alternate EOC in Vacaville.

8.11.2 External Notification

△Prior to EOC activation and 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 Admin 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 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 8.3 below. For additional details on external agency communication / coordination and outage notifications / reporting, refer to Chapter 10, "Coordination and Communication."

Table 8.3 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
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

External Agency / Stakeholder	Reporting Criteria	Required Time Frame	Responsible Department
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	Corporate Relations PIO
Customers	Outages	As CSO determines	Customer Strategy Officer

Table Notes:

CPUC = California Public Utilities Commission   DOT = (US) Department of Transportation

Cal OES = California Office of Emergency Services   CUEA = California Utilities Emergency Association

CAISO = California Independent System Operator   CEC = California Energy Commission

VGCC = Vacaville Grid Control Center   FBI = (US) Federal Bureau of Investigation

WECC = Western Electricity Coordinating Council   SEC = (US) Securities and Exchange Commission

NERC = North American Reliability Corporation

- 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 14.5, "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 DCPP Emergency Plan Nuclear Annex

ARCOS

Automated Crew Callout System

A tool that enables PG&E to quickly obtain real-time views into:

- Which crews are where
- Who is available to work
- Cost of response

8.12 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 8.12.1-8.12.5.

8.12.1 DASH – Dynamic Automated Seismic Hazard

The Dynamic Automated Seismic Hazard (DASH)[51] reports provide information necessary to prioritize inspections following an earthquake. DASH reports currently exist for gas distribution, gas transmission, gas stations, power generation facilities and corporate real estate facilities.

Figure 8-2 Dynamic Automated Seismic Hazard (DASH) site

8.12.2 SOPP – Storm Outage Prediction Program

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.

See Section 3.3.1 for additional information about the SOPP.

8.12.3 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.

Figure 8-3 PG&E Meteorology Services

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.

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

8.12.4 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.

8.12.5 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 that was pilot tested over the 2017-2018 rain season for the large Sonoma County fire 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.

8.13 Damage Assessment

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 P&I 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)[52] provides key damage assessment response protocols based on IDE procedures for Gas.

The P&I 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.

8.14 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

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

expected time of restoration based on the current situation and with current resources. For more details on Gas and Electric restoration tools, refer to the Gas Emergency Response Plan (GERP) and Electric Annex.[53]

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.

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[53] GERP and Electric Annex Links accessed 07/18/2019:

https://edrm.comp.pge.com/D2/servlet/Download?auth=basic&event_name=open&version=CURRENT&id=09131aad86ccbc51&format=pdf&_docbase=pge_ecm and

https://edrm.comp.pge.com/D2/servlet/Download?auth=basic&event_name=open&version=CURRENT&id=09131aad86ccb4ea&format=pdf&_docbase=pge_ecm.

9 Resource Management, Mutual Assistance and Demobilization

This section describes PG&E's process for managing resources, Mutual Assistance, and Demobilization during and after an incident.

Managing work crews, equipment and material resources includes, but is not limited to:

- Organizing
- Assigning
- Directing
- Tracking

9.1 Resource Management

In any work situation, but especially in an emergency event, resources must be managed and work prioritized. These priorities, noted as the incident objectives in the Incident Action Plan (IAP), are operationally driven and are primarily focused on restoring as many customers and responding to the emergency situation as safely, efficiently and quickly as possible.

The IAP includes these incident objectives and reflects the tactics necessary to manage an incident during an operational period.[54] Priorities may need to be modified, however, to accommodate the needs of the communities we serve. Changes to an incident's objectives/priorities are reflected in updates to the IAP.

Work may also need to be coordinated with other infrastructure repairs that may be occurring simultaneously by other utilities, government agencies and property owners. The EOC will manage priority-setting in a coordinated manner whenever possible by working with local government and other impacted utilities.

Managing work crews, equipment and material resources includes, but is not limited to:

- Organizing
- Assigning
- Tracking

9.1.1 Resource Check-In and Check-Out Process

Understanding which resources are available during an incident is critical to an effective response.

Resource management begins with accurate check-in and check-out processes of available personnel, including non-PG&E contract and mutual assistance crews.

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[54] An operational period is the period of time scheduled for executing a given set of actions in the IAP. For example, the length of the operational period may be 12 hours at the start of the incident and adjusted over time, as operations require. Generally, an operational period is 24 hours.

Keeping accurate accounts of all checked-in personnel is essential for personnel safety, accountability and fiscal control and vital for tracking resources to ensure efficient restoration of services.

The P&I Resource Unit establishes and oversees the check-in and check-out function at designated incident locations and emergency centers.

9.1.2 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.

9.1.3 Resource Planning Roles and Responsibilities in the EOC

Resource Management in the EOC is coordinated among the following positions:

Table 9.1 Resource Planning Roles and Responsibilities in the EOC

Position	Responsibilities
EOC Commander	• Reviews resource plans with P&I Section Chief and Advance Planning to drive ETOR requirements • Approves resource plan
P&I Section Chief	• Serves as a liaison between the P&I 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	• 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	• 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

Position	Responsibilities
Resource Tracking	• 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
Mutual Assistance	• 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	• 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.

9.1.3.1   EOC Resources Process

Figure 11.1 below defines the requirements for each step of the EOC resource allocation process, which Gas and Electric both 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 located in Section 8.12.

Requirements

New Forecast or Upcoming EOC Operational Period

Resource Needs Projection Based on Damage Forecast/ Assessment

- A Work Plan should be published as soon as possible after a damage model update is published.
- If a Work Plan is not available, guidance should be provided to the Resource Unit Lead in the form of multipliers or high-level estimates from Advance Planning.
- Recommendations need to incorporate minimum staffing.

Determine Resource Availability

- Resource Unit needs to build a spreadsheet that includes available resources on property: T200, T300, T and D, Contractors within 500 miles, 1500 miles, and Mutual Aid
- This can be complemented by tools like Crew Manager.

Calculate Staffing Gap

- Engage the demobilization unit, if staffed.
- Advance planning and Resource Unit should verify the calculations during this stage.

Discuss with Region Directors or Logistics Leads

- Resource Unit Lead works with Divisions to meet base staffing demands dictated by staffing gap and comply with minimum staffing
- Directors need to have mutual agreement and understanding about the assumption of risk

Oversee Resource Movement

- Resource Tracking tracks crew movements in spreadsheet/ Resource Management Tool/Crew Manager
- Demobilization Unit (if staffed) or Resource Unit Lead needs to follow crew movements in order to know where to send crews after work is completed
- There needs to be a consistent tracking format between RECs, EOC, and others
- Contact information is exchanged between work crews and REC/OEC
- Contact is maintained with REC logistics by both phone and email; REC tracks movement

Figure 9-1 EOC Resource Allocation Process Map

9.1.4 Moving Resources

During emergencies, resources are ordered and managed by different roles, as depicted in the table below.

Table 9.2 Resource Management

Emergency Center	Ordering Authority	Managing Authority
No Emergency Center Activated	*Electric:* • Local Supervisor or above *Gas:* • Region General Construction Superintendent	*Electric:* • Local Supervisor or above *Gas:* • Region General Construction Superintendent or GEC On-Call
OEC, Electric AC, GEC, ETEC, STOEC	• Logistics Section Chief	• Resource Unit Leader
EOC	• EOC Logistics Section Chief (non-personnel request) • EOC Resource Management Unit Leader (personnel)	• EOC Resource Unit

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

9.1.5 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 EOC 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 AC 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.

9.1.6 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 Area Command and the Gas Emergency Center Logistics coordinates material requirements via the local MFS personnel at the service centers.

9.1.7 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.

9.1.8 Contracts for Emergency Response

During an emergency event, the P&I 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.

9.1.8.1 Contract Crew Request

Once a need arises for contract crews, the Contractor Management lead in the Planning and Intelligence 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.[55]

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 Handbook, which is available upon request by contacting the All-Hazards Planning and Response Support Manager within EP&R.

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)
- Florida Power and Light (FPL)
- Puerto Rico Electric Power Authority (PREPA)
- Trinity County Public Utilities District (PUD)

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[55] Edison Electric Institute Mutual Assistance
http://www.eei.org/issuesandpolicy/electricreliability/mutualassistance/Pages/default.aspx, accessed 03/29/2018.

- Western Area Power Administration Agreement (WAPAA)
- Western Energy Institute (WEI)[56]
- Western Region Mutual Assistance Agreement (WRMAA)

9.2.2 Mutual Assistance Strategy

Generally, mutual assistance efforts are coordinated by the EOC. Requesting additional resources through mutual assistance is considered when the following conditions are met:

- All PG&E resources have been committed
- Service restoration cannot be completed within established targets
- Additional resources are likely to significantly reduce the time needed to complete restoration
- Mobilization and travel time of mutual assistance crews will allow those crews to be in place in a timely fashion
- Obtaining crews from other utilities within California or beyond follows a rule of start local and reach (farther) out as needed. Mutual assistance crews are solicited from:
  - 1st   Other utilities
  - 2nd   Utilities in California (CUEA)
  - 3rd   Regional agreements (WRMAA)
  - 4th   National (EEI and AGA) cooperative agreements

9.2.3 Mutual Assistance Process

Obtaining crews from other utilities within California or beyond follows a common process:

- Relay Need
  - EOC P&I Resources Management/ Mutual Assistance Unit work with Operations and Logistics
- Approve the Request
  - Director of EP&R reviews and approves requests for mutual assistance
- Request Resources
  - Director of EP&R requests assistance from CUEA, WRMAA or other agreement
- Provide Financial Guidance and Issue Purchase Order
  - Finance Section prepares appropriate guidance for documenting capital and expense orders for the MA resources
- Receive and Task Crews
  - Field supervisor checks-in crews

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[56] WEI agreement is expressed through WRMAA.

- ◦ Safety Officer provides briefing
- Restore Customers
    - ◦ Collective PG&E, contract and mutual assistance crews implement the restoration strategy
- Re-evaluate Needs
    - ◦ OECs, Electric ACs, P&I Resources Management and Mutual Assistance Unit, others as appropriate determine when to release crews according to the Demobilization Plan
- Release Crews
    - ◦ When Demobilization Plan is approved, crews begin to be released based on varying criteria, including but not limited to current location/distance from home base, time committed/completed, home-territory needs, etc.
- Report In
    - ◦ Mutual assistance crew notifies mutual assistance coordinator upon safe arrival at home base
- Resolve Documentation and Remit Payment
    - ◦ Mutual assistance coordinator works with mutual assistance utility, PG&E Finance and other lines of business as needed to collect, review, process and approve invoices for payment

9.2.4 Documenting Mutual Assistance Work

During the incident, the EOC Finance and Administration Section ensures that all applicable time for mutual assistance personnel is logged and tracked, including any associated costs for equipment repairs and required personnel expenses.

Mutual assistance agreements with other utilities require the responding agency to submit a detailed billing of work that typically includes an invoice, receipts and timecards. Utilities under WRMAA and CUEA agreements must pay responding utilities within 60 days of receipt of the invoice and supporting documents.[57]

EP&R provides oversight to ensure invoice accuracy and prompt payment to responding utilities.

9.2.5 EEI Resource Allocation Management Program (RAMP-UP)

EEI's Resource Allocation Resource Program (RAMP-UP) is a network-based application designed to provide a cohesive process to allocate and track resources nationwide among requesting utilities.

The tool can be used for national response events (NREs) and regional mutual assistance group(s) (RMAG(s)) events and allows users to:

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[57] Mutual Assistance Agreement Among Members of the California Utilities Emergency Association, 07/2016 and Western Region Mutual Assistance Agreement for Electric and Natural Gas Utilities, 11/14/2003.

- Offer resources

- Request resources

- Match resource requests with offers

- Produce standardized reports

- Provide situational awareness to national response executive committee (NREC), national mutual assistance resource team (NMART) and EEI

RAMP-UP is scalable to handle a single regional event and multi-regional events and can scale up to support all regions simultaneously.

9.2.6 National Response Event (NRE)[58]

A National Response Event (NRE) is an electric utility event that is forecasted to cause or causes widespread power outages impacting a significant population or several regions across the U.S. NREs. It requires resources from multiple Regional Mutual Assistance Groups (RMAGs). A Chief Executive Officer (CEO) or designated officer contacts the Edison Electric Institute (EEI) President or designee to discuss the need for an NRE activation.

The NRE activation criteria are:

- The event is expected to or has impacted two or more RMAGs, and

- The resource requirements are greater than what the RMAGs involved can provide, or

- There are multiple events that create a resource constraint or competition between RMAGs

The primary path for requesting the NRE activation involves a CEO or designee from an EEI member utility, who requests initiating the NRE activation. EEI hosts a decisional call with the following stakeholders:

- Requesting CEO(s)

- National Response Executive Committee (NREC) Chair

- Representative from National Mutual Assistance Resource Team (MART)

- CEO Policy Committee on Reliability

- Security and Business Continuity Co-Chairs

- Electric Sub-sector Coordinating Council (ESCC) Secretariat

- Crisis Management Officer

Parties to the decisional call determine whether to activate, not activate, or wait 6 hours or more then reconvene a call and reconsider the decision. Figure 9-2 depicts the NRE activation process.

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[58] Information taken from the National Response Event Playbook, February 2018.
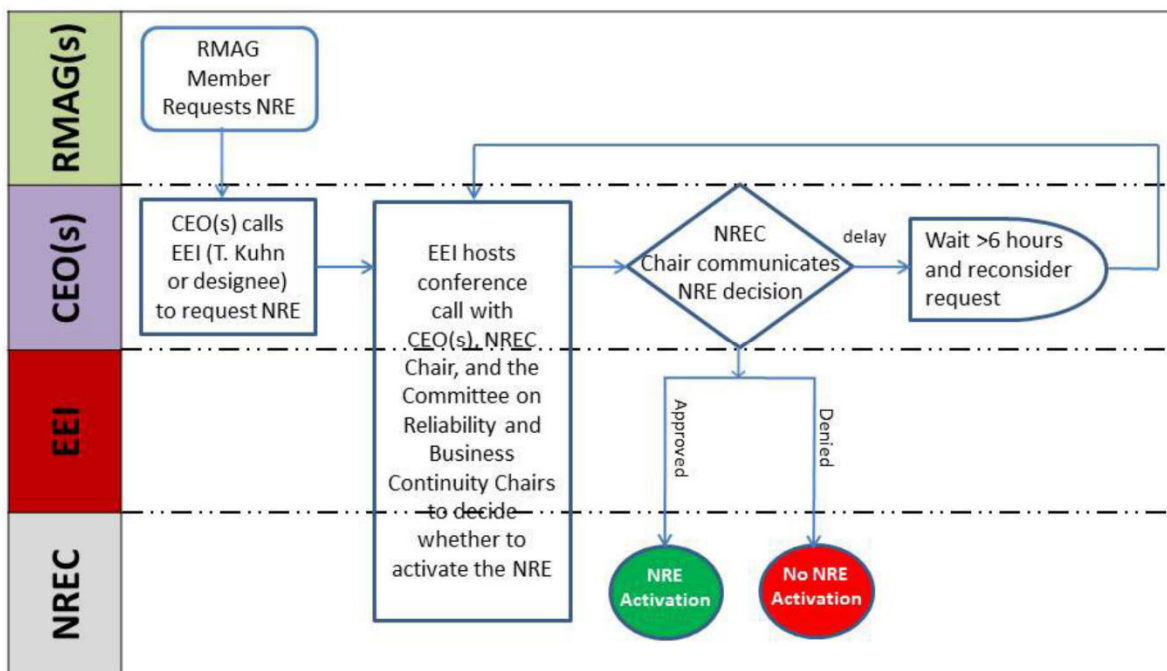
Figure 9-2 National Response Event (NRE) Activation Process Map

9.2.7 NRE Roles and Responsibilities

Once the NRE is activated, all the available resources (line workers, tree trimmers, etc.) are allocated at the national level across RMAGs and individual companies based on transparent and objective criteria. Some of the positions responsible for leading the strategic direction and management of the NRE resource allocation process are: [59]

- National Response Executive Committee (NREC) provides executive leadership to develop procedures and processes covering Emergency Assistance arrangements between Participating Companies to respond to an NRE

- National Mutual Assistance Resource Team (NMART) is responsible for collecting information regarding the scope of actual or forecasted damage, determining available and requested resources and allocating the available resources in a safe, efficient, and transparent manner

- Edison Electric Institute serves as the industry liaison to EEI Member Company Chief Executive Officers, senior government officials, federal agencies, and national organizations representing state and local interests

- Chief Executive Officers or designees are the primary stakeholders for the National Response Event. Working through the EEI Policy Committee on Reliability, Security and Business Continuity (PC-RSBC), they support fellow CEOs and the NREC in the NRE appeals process. Figure 9.3 shows some of the NRE roles and responsibilities

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[59] Edison Electric Institute, National Response Event Playbook, February 2018.

Resource Management, Mutual Assistance and Demobilization PG&E

- Request a NRE
- Provide Input and Support Decision Making Process
- Support the Entire NRE

- Governs NRE process
- Activates the NRE
- Supports the NMART
- Communicates with CEOs and EEI

- Conduit for Decision Making
- Enables Communication Internally
- Communicates on behalf of NRE and the industry

- Allocates Resources Equitably
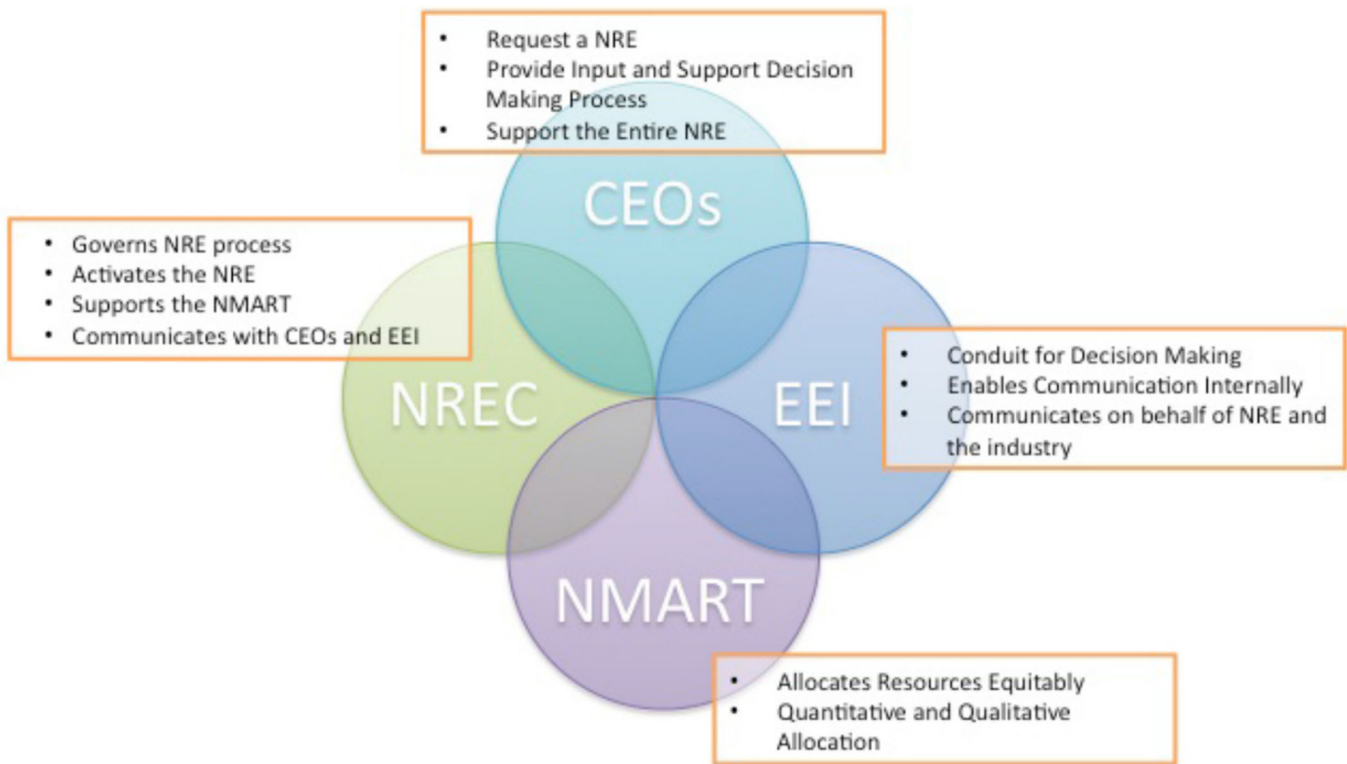- Quantitative and Qualitative Allocation

CEOs

NREC

EEI

NMART

Figure 9-3 NRE Roles and Responsibilities

9.2.8 PG&E's Role in the NRE

PG&E participates in the Western Region Mutual Assistance Group (RMAG). The primary point of contact to this group is the Director of EP&R. The alternate to the primary point of contact is the All-Hazards Planning and Response Support Manager. The Director of EP&R is the member at-large to the Wisconsin Mutual Assistance Group (WIMAG).

The preferred location for managing and operating the National Response Event (NRE) is EEI headquarters in Washington, DC. The ████████████████████████████████████ ████████████████████████████ . The Director of EP&R is the primary point of contact to activate PG&E's EOC for an NRE.
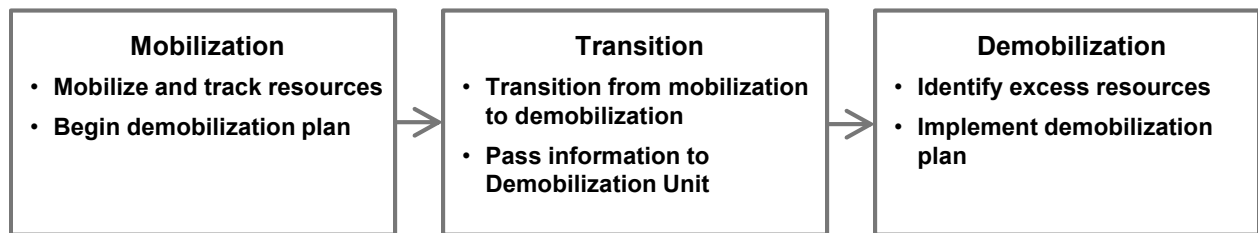
9.3 Demobilization

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 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.

Since the Resource Unit Leader's volume of work is greater than the Demobilization Unit Leaders', Resource takes a lead role. As service is restored, fewer resources are required and the demobilization process begins to dominate. The Resource Unit Leader's volume decreases

as the Demobilization Unit Leader's volume of work increases. Lead roles switch as the responsibilities shift to implementing and monitoring the demobilization plan.[60]

Mobilization	Transition	Demobilization
• Mobilize and track resources • Begin demobilization plan	• Transition from mobilization to demobilization • Pass information to Demobilization Unit	• Identify excess resources • Implement demobilization plan

Figure 9-4 Progression from Mobilization to Demobilization

Throughout the resource acquisition, management and demobilization continuum, communication is essential. Communication may be initiated from the bottom up or from the top down. Ultimately, the highest-level activated emergency center makes decisions on whether resources can demobilize or should be reallocated.

This decision is based on information that is:

- Passed up from the lower-level emergency centers
- Garnered through analytic tools
- Acquired from other emergency centers and/or field staff

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.

9.3.1 Demobilization Roles and Responsibilities

The following includes responsibilities by Section/Unit in the demobilization process.

9.3.1.1   Resource Unit Leader

The Resource Unit Leader:

- Identifies excess resources in collaboration with the Section Chiefs and Demobilization Unit and informs their emergency center commander
- Checks with the Resource Unit at the next level's emergency center to see if resources are needed elsewhere and whether demobilization is authorized

  The highest-level activated emergency center makes the ultimate decision to demobilize resources. For example, when open, the EOC assimilates information and recommendations from the Electric Area Commanders (ACs) and Operations Emergency Centers (OECs), but it ultimately makes final demobilization decisions

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[60] If the Resource Unit and Demobilization Unit are not staffed during an incident, the Planning and Intelligence Section Chief is responsible for these functions. In smaller incidents, or if a Demobilization Unit is not assigned, the Resource Unit Leader may assume both the Resource and Demobilization unit's duties; e.g., in the Gas Emergency Center (GEC), the Resource Unit currently handles the demobilization duties.

- Once approval to demobilize is secured, the Resource Unit notifies their Logistics Section and the Demobilization Unit of the excess resources

- The District Storm Room (DSR)/OEC Resource Unit Leader releases/checks out resources in ARCOS Crew Manager with the estimated time of arrival (ETA) to their home region/division. The receiving DSR/OEC's Resource Unit Leader checks in the resources returning to home base during work hours to confirm arrival. (The Supervisor checks them in if the home DSR/OEC is not activated)

9.3.1.2 OEC/Electric AC Demobilization Unit Leader

The Operations Emergency Center (OEC)/Electric Area Command (AC) Demobilization Unit Leader:

- There can be the case when the Logistics Section Chief or the P&I Section Chief may take on the demobilization role in the OEC or the AC

- In collaboration with the Resource Unit, assesses the current and projected resource needs and obtains the identification of surplus resources and probable release times

- Forwards demobilization instructions for field resources from the EOC

- Creates the demobilization plan and monitors its implementation for their emergency center. The demobilization plan includes the:
  - Release priorities
  - Demobilization process
  - Release procedures
  - Directories, maps, telephone listings, etc., if needed
  - Responsibilities for implementing the demobilization plan

- Communicates with the sending and receiving offices, as well as the released personnel, to ensure the safe and efficient return of resources

- Maintains crew status using ARCOS Crew Manager

9.3.1.3 EOC Demobilization Unit Leader

The EOC Demobilization Unit Leader:

- Creates the demobilization plan for the EOC.

- Works with Operations Section Chief and Resource Unit to identify excess resources.

- Creates instructions for the Electric ACs/Gas Emergency Center (GEC) to direct Electric AC and OEC demobilization of field resources. The instructions include:
  - Order for the demobilization of resources
  - △ Demobilization checklist (ICS 221)
  - Safety considerations

- Is responsible for the demobilization of outside contract, mutual assistance crews and out-of-region PG&E crews and:
  - Communicates with the Electric ACs home base about who is returning and when
  - Notifies the contract unit of approval to release crews
  - Notifies the mutual assistance unit of approval to release resources
  - Confirms that the number acquired equals number released
- Keeps the sending and receiving GEC/Electric AC Logistics Chiefs <u>AND</u> Resource Units apprised of resource movement between regions during the demobilization process
- Monitors the implementation of the demobilization plan

9.3.1.4 Planning and Intelligence Section Chief

The Planning and Intelligence Section Chief:

- Reviews and approves the demobilization plan
- Assumes responsibility for the Resource and Demobilization Units, if these functions are not staffed

9.3.1.5 Emergency Center Commander

The Emergency Center Commander:

- Approves the demobilization plan for the emergency center

9.3.1.6 Safety Officer

The Safety Officer:

- Identifies any special safety considerations for the demobilization plan

9.3.1.7 Logistics Section Chief

The Logistics Section Chief:

- Oversees the deactivation of all activated Logistics resources, including those in the EOC, FCC, MTCC, base camps, staging areas, micro sites, materials laydown areas or at community resource centers that were activated

9.3.2 Overall Demobilization of Resources

For Level 3 or greater emergencies, the Demobilization Unit should be established in the P&I Section in the EOC to plan for the efficient demobilization of crews. When the IC determines that the additional personnel brought in for emergency response are no longer needed, the plan for demobilizing these crews is implemented.

The plan includes:

- Notifications to local management about resources being returned to their control

- A formal process for demobilizing mutual assistance and contract crews, including debriefing by PG&E staff
- Provisions for final accounting and billing

9.3.3 Demobilization Order

The order for demobilization is executed in reverse of the deployment order detailed in Section 9.1.5 Deployment Order.

9.3.4 Demobilization of Base Camps

When base camps, staging areas, micro sites, materials laydown areas or community resource centers are directed to deactivate, the responsible Logistics personnel at those sites ensure that all demobilization steps listed in their position checklists are followed.

This document is in the Logistics Emergency Resource Guide.

9.3.5 Demobilization of Materials

The Materials and Transportation Coordination Center (MTCC) manages the demobilization plan for material issued during an emergency event. Material Field Services (MFS) personnel at the service centers, base camps, micro sites or materials laydown areas, if activated, work with the MTCC to determine where unused and excess material should be delivered.

Normally, all material is redirected to the issuing distribution center to be returned to stock. This ensures that expenditures are credited back to the appropriate storm. Since order numbers are typically assigned to the county where the material is required, this is the best way to ensure that orders are properly allocated to where the material is consumed. In some unique situations, material may be reassigned to one of the service centers or other locations, based on the emergency event.

9.3.5.1   Demobilization of Equipment, Vehicles and Rentals

Rental Central within Transportation Services is responsible for fulfilling all company rental needs (e.g., light- and heavy-duty vehicles, generators, construction equipment, portable restrooms, barges, ground support movement, shoring, trench plates and tools).

The emergency operations center (EOC) Ground Support Unit Leader or the Base Camp or Staging Area Ground Support Unit Leader, when activated, works directly with the Rental Central team to coordinate the demobilization of all equipment, vehicles and other rentals that are requested through the EOC or Base Camp.

OEC and Electric AC Logistics coordinate demobilization of their submitted rental requests directly with Rental Central, unless they require additional support from the next-highest emergency center in their hierarchy.

9.3.5.2   Deactivation of Emergency Centers

Emergency centers will be deactivated when they are no longer needed to support restoration efforts, when critical business services have been restored, and when work is reverting to "business as usual."

If the EOC has been activated, the decision to deactivate is made by the EOC Commander in Chief and in consultation with the VP Asset and Risk Management, Community Wildfire Safety Program, the EOC Command and General Staff. The decision to deactivate is communicated to all emergency centers, the company, key external constituencies, and regional government EOCs.

9.3.5.3   Demobilization Where Gas Supports Electric

In the event that Gas resources are supporting a primarily Electric response and the Gas Emergency Center (GEC) is not activated (e.g., following a wildfire or storm where electric facilities are impacted), the Resources Unit tracks Gas resources, demobilizes Gas line of business resources and works closely with the Electric Demobilization Unit Leader.

9.3.5.4   EOC After Action Reports (AARs)

Following an activation of the EOC, EP&R prepares an After-Action Report (AAR). The process involves:

- EP&R solicits and analyzes feedback from EOC staff who supported the activation
- EP&R drafts and obtains AAR approval from Director of EP&R, Regulatory Relations, and Law
- EP&R develops and disseminates an Improvement Plan to the appropriate EM departments within the affected LOBs
- Each LOB confirms that issues are valid for his/her area and need resolution
- Director of EP&R determines appropriate corrective actions, including reviewing emergency operations plans to determine whether modifications need to be made
- Director of EP&R tracks individual action items as appropriate for the LOB
- Director of EP&R tracks status of action items
- Action items are input into the Enterprise Correction Action Program (ECAP). All action items are assigned ownership and a due date for completion and are distributed to affected LOBs
- EP&R reports action item status monthly to the VP Asset and Risk Management, Community Wildfire Safety Program
- EP&R responds to requests for AARs
- Requests for a copy of any AAR must be submitted to the Business Continuity Manager and the Director of EP&R for approval

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10 Coordination and Communication

To manage communications effectively, the Corporate Relations, 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, which is also internally referred to as the Book of All Knowledge (BOAK).

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 D.

10.1.1 Communication Process and the EOC Action Plan

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 EOC Action Plan,[61] issued by the P&I 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 AC, 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. 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 P&I 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 P&I Section Chiefs. The Intelligence Summary typically includes information on customer impact, damaged equipment or assets, weather and other incident summary information.

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[61] The EOC Action Plan (EAP) may be generically referred to as the Incident Action Plan (IAP).

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

10.1.5 Dual Commodity Coordination and Communication

Field, control center, and emergency center personnel must coordinate response and restoration efforts in the event of an actual or potential dual commodity incident.

10.1.5.1   Gas and Electric Coordination Process

For gas hazards and dig-ins near electric facilities, where there is a potential or confirmed ignition hazard, refer to the Gas and Electric Coordination Process Flow[62], which graphically displays the detailed communication and coordination process between Gas and Electric Control Centers and field personnel. Table 10.1 outlines the teams' responsibilities.

Table 10.1 Dual Commodity Incident – Gas and Electric Coordination

Gas Field Personnel	Gas Control Center (GCC)	Electric Transmission / Distribution Control Center
• Identifies potential gas hazard/dig-in • Determines if an overhead electric ignition hazard exists • Notifies Gas Control • Makes safe • Isolates the leak • Follows existing protocol and procedures • Resolves the gas hazard/dig-in • Notifies Gas Control when the situation is safe, e.g., gas is not blowing	• Receives notification of a potential gas hazard/dig-in from Gas Dispatch, field personnel or SCADA • Determines if Electric T&D facilities are in the isolation area • Notifies Gas field personnel and the appropriate VGCC or DCC of a potential ignition hazard If there is a confirmed immediate Gas/Electric hazard: • Requests that electric facilities are de-energized • Participates in IC coordination calls with Electric Control Centers, when held • Notifies Gas field personnel if Electric facilities are de-energized • Updates Electric Control Center(s) regularly until the situation is considered safe and the hazard is controlled	• Confirms the specific electric facilities affected • Determines strategy and requirements for the isolation of ET/ED facilities and impacts, following existing protocol and procedures If there is not an immediate ignition hazard: • May facilitate an IC call to determine need to de-energize • Isolates the electric hazard, as needed • Notifies Gas Control For an immediate ignition hazard: • Isolates the electric hazard • Notifies Gas Control that the electric hazard is isolated • Restores electric service after Gas Control confirms gas hazard is controlled • Notifies Gas Control, once electric service is restored

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[62]
https://edrm.comp.pge.com/D2/servlet/Download?auth=basic&event_name=open&version=CURRENT&id=09131aad878d97f4&_docbase=pge_ecm link validated 04/23/2018.

10.1.5.2 Emergency Center Organization Options

During a dual (or multiple) commodity incident, an integrated incident organization may be used in a shared facility, rather than activating separate Incident Command Posts (ICPs) and Operations Emergency Centers (OECs) for Gas, Electric and other lines of business (LOB). This allows for one set of incident objectives, one incident action plan (IAP), one Operations Section, and a single coordinated process for resource ordering. See Section 4.5, "Dual Commodity Response," for further information, including:

- Guidance for which commodity has authority
- Information on the reporting relationships from the OECs to the Electric Area Commands, Gas Emergency Center and the Emergency Operations Center
- EOC staffing for a dual commodity incident

10.2 Executive Communications

PG&E's Corporate Incident Management Council (CIMC) consists of senior executive leaders. (For CIMC members, see Section 2.6.1.) The CIMC typically delegates direct support of emergency incidents.

The VP, Asset and Risk Management, Community Wildfire Safety Program, Director of EP&R, or CEO may initiate Executive Briefing calls and/or EOC conference calls to consult with or inform the CIMC 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 VP, Asset and Risk Management, Community Wildfire Safety Program or the 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 VP Asset and Risk Management, Community Wildfire Safety Program, Director of EP&R, or the CEO. 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 Support Manager and the Manager of Partnerships and Outreach:

- Confirm the type and level of incident(s) involved
- Communicate to the state Office of Emergency Services and Regional Office
- Report to the CUEA Utilities Operations Center (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 and Intelligence 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 and communication 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 Local Government Relations team is responsible for contacting the OES and other city/county 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 staff the local County / Operational Area EOC. All Local Government Relations personnel coordinate their work through the LNO in PG&E's EOC, Electric AC and/or OEC.

In a catastrophic incident when there is not enough Liaison staff to meet the requests of counties and public agencies, 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 county Office of Emergency Services (OES) offices and/or specific incident command posts.

Additionally, EP&R and Government Relations partner and collaborate with many nongovernmental organizations and public safety agencies, such as the American Red Cross,

Salvation Army, fire and law enforcement, to prepare, plan, train and respond to emergencies. In addition, emergency management procedures include outreach activities such as:

- Pre-incident planning
- Sharing fire prevention plans
- Reviewing emergency action plans
- First responder workshops
- Training for tabletop/functional exercises
- After-action reviews
- Participating and representing PG&E on federal, state and local emergency management boards and committees

The Diablo Canyon Power Plan (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.[63]

10.3.4 Coordination with Community-Based 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 County / Operational Area OES (Office of Emergency Services) is not open, the PG&E OEC 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

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[63] http://pgeweb/guidance/pages/EmergencyResponse.aspx.

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 is speaking with "one voice," and delivers timely, accurate and consistent information across internal and external stakeholders.

Corporate Relations 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 and Contact Center

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 serves as an advocate for our customers by providing updates to and addressing issues with our customers and, subsequently, communicating high-priority outage concerns to our operations team.

10.4.3 PG&E Customers

In an emergency, the primary points of contact for customers are the contact centers or the pge.com website.

The contact centers are open during the following times:

> Residential Customer Service Center, Business Customer Service Center, and Agricultural Service Center:
>
>> 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 centers continue to be the primary avenue customers use to report emergencies. Contact 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 report electric outages and subscribe to automatic updates via text, voice message or email.

10.4.4 Communicating with the Media

PG&E's Corporate Relations department fosters information exchange between customers, employees and the media. Corporate Relations 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 company is speaking with "one voice" and that the messages our customers and other external stakeholders read and hear are timely, true, accurate and consistent with PG&E's vision and values.

Corporate Relations 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 DCPP emergency plan describes coordination with media through the DCPP Joint Information Center (JIC). The principal function of the DCPP JIC is to provide information to the public through the media for issues pertaining to plant operations. The DCPP JIC is co-located with San Luis Obispo County's PIO and staff. The DCPP JIC may also be staffed by spokespersons from other local, state and federal emergency response agencies, including law enforcement, fire and school officials. The DCPP 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 directly to the 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.[64] The Gas Control Center makes the determination and arranges the reporting. See the Gas Emergency Response Plan for more information regarding this procedure.

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[64] Link validated 04/11/2018.

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Appendix A. Maps and System Details

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Figure 10-1 Electric Transmission and Distribution

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Figure 10-3 Gas Transmission System

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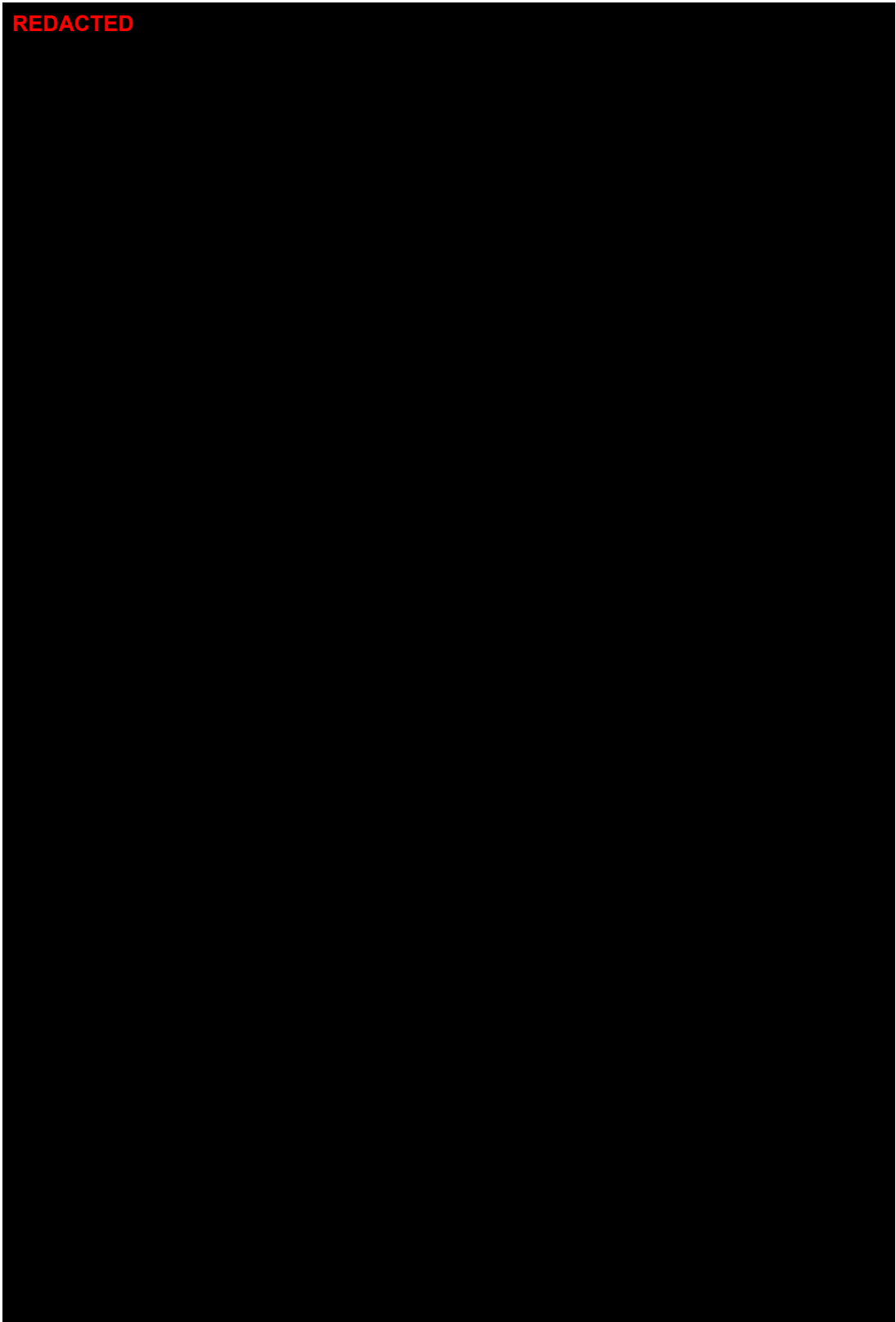
Figure 10-4 Generation System

Maps and System Details

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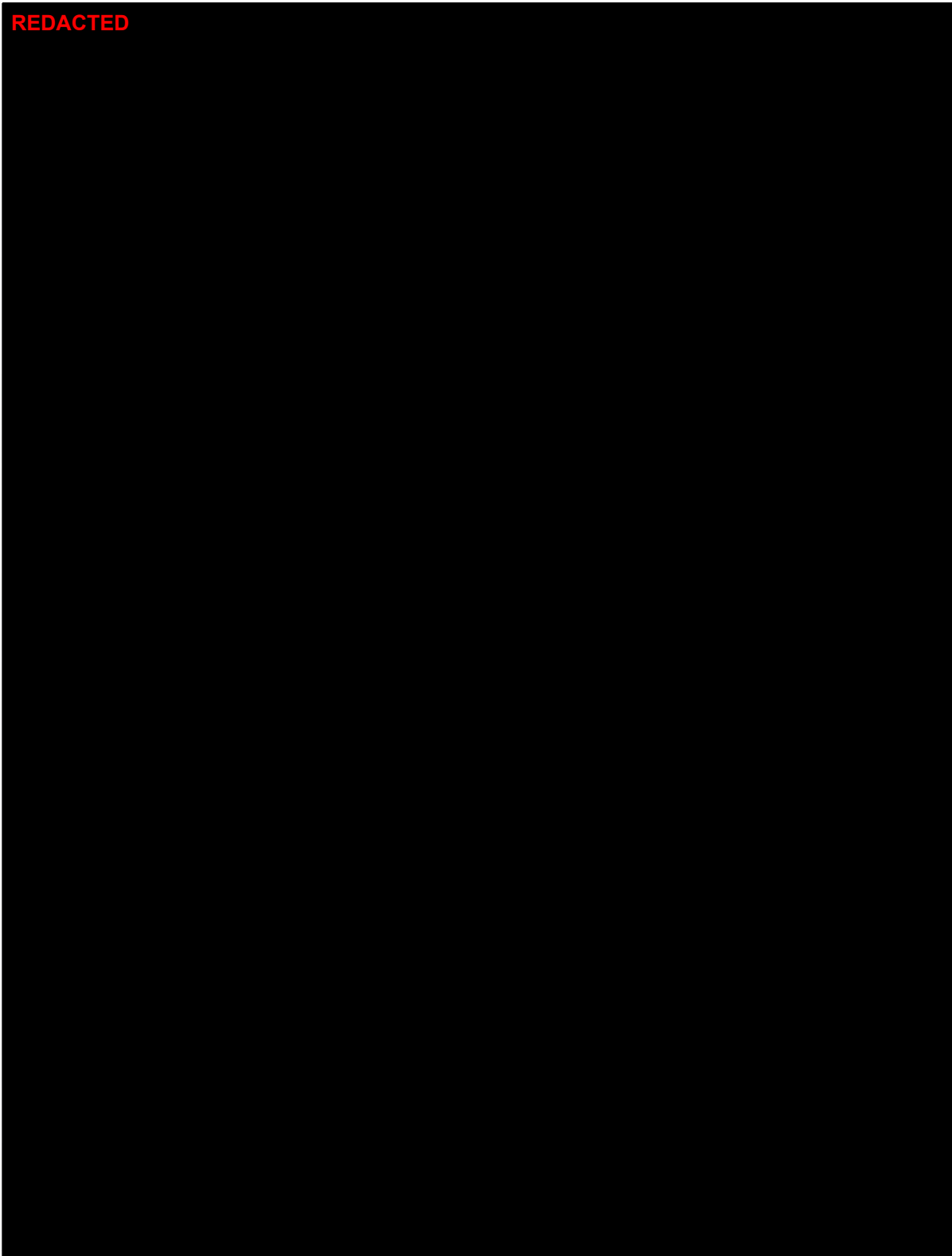
Figure 10-5 DCPP Emergency Planning Zone

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

A few concepts regarding PG&E incident level activation criteria are noted below:

Resource Calculations

- Workload is the primary unit used to determine the need to escalate

Level Descriptions

- Diablo Canyon Power Plant (DCPP) declares emergencies using the below emergency classifications, as required by the Nuclear Regulatory Commission (NRC) and as grounded in federal law [10 CFR 50.47(b)]:

    1. Unusual Event
    2. Alert
    3. Site Area Emergency
    4. General Emergency

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

Level Setting

- 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

Activating Mobile Command Vehicles

- A mobile command vehicle (MCV) can be activated at any level

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Table 10.2 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** • small # customers	• local • routine response	• little to no interest	• ICP	• car/pole accident • gas leak routine response	• small on-site oil or chemical spill NUCLEAR: • Declaration of Unusual Event for an other-than-normal plant-related condition. No emergency action by the public or any government authority • very low to no media interest	• no unusual cyber activity • normal known hacking, virus or other malicious activity • IT application or network device failure, performance degradation, etc.
Elevated	2	**Elevated** • a pending potential incident • local emergency	• local or within the region • more than routine response	• increased media interest	• ICP • (OEC)	• 2-4 times average EDO workload • 20,000 to 100,000 customers out • 5-7 ET Outages/Area of Responsibility (AOR) • <24-hour restoration is typical but could be up to 2 days • OEC Communications Only w/ OEC activation possible • moderate winter storm, winds 30-40 mph (EDO) or >35 mph (ET) • 1-2 days gas restoration • regular shift with some on extended overtime • moderate winter storm • major over-odorization • dig-in • equipment failure causing significant interruption or multiple leaks • Cold Winter Day (CWD) operations with gas curtailment strategy	• fire, flood, small chemical release, oil spill into waterway • canal leak • earthquake magnitude >5.0 NUCLEAR: • Same as Level 1 • Declaration of Alert for events that are in progress or have occurred which involve a potential impact on the level of safety of the plant. Plant and local government Emergency Response Facilities are activated but no emergency actions by the public is required • very low media interest	• unusual cyber activity • critical vulnerability discovered, no exploits reported • critical vulnerability exploited, no significant impact identified • a new virus discovered with the potential to spread quickly across PG&E • credible warnings of increased probes or scans against PG&E or the industry • compromise of non-critical systems, no loss of data or operational impact • IT network infrastructure failure in a facility or geographic area • data center issues impacting multiple systems

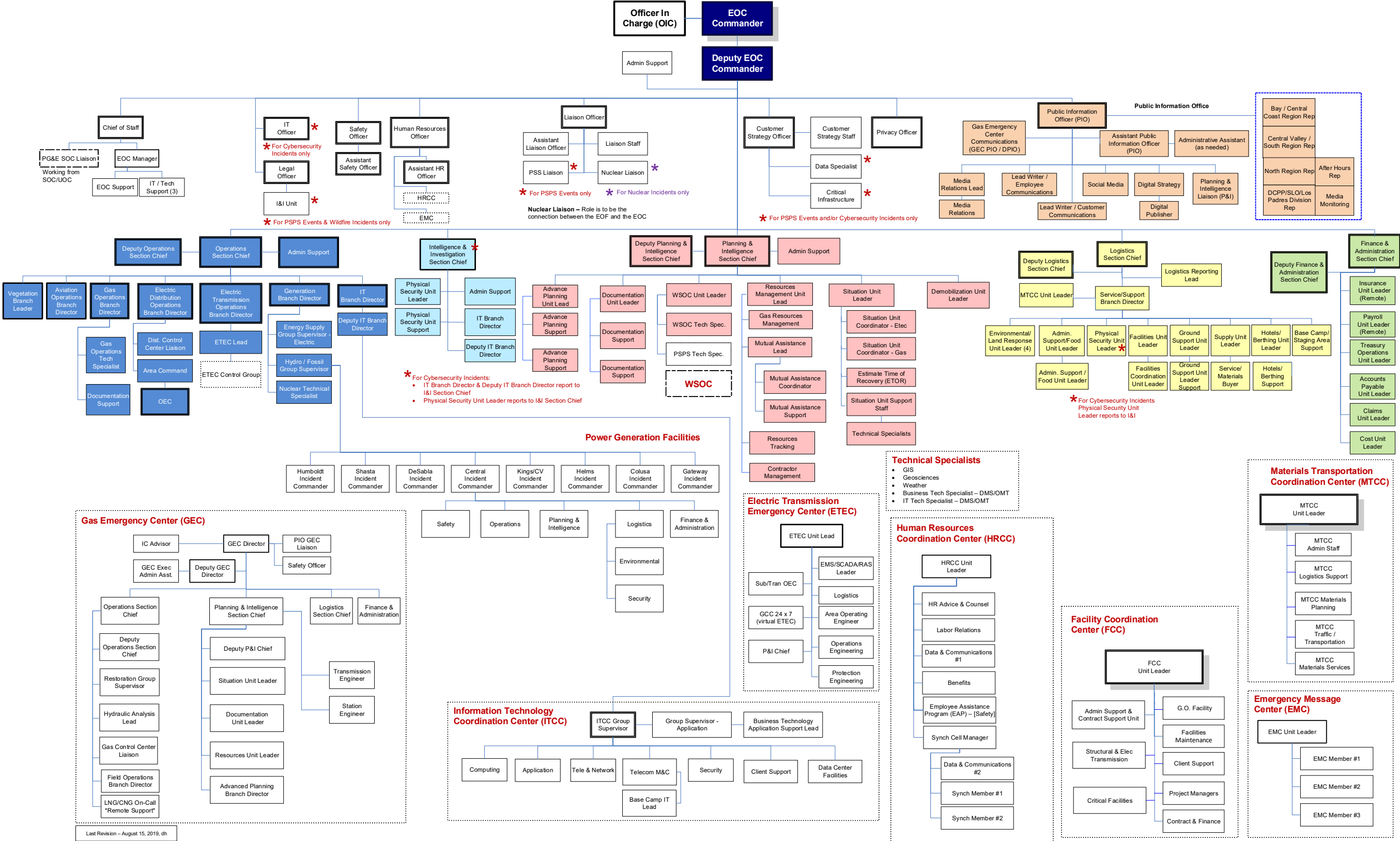| Type	Level	Impact	Resources	External Interest	Activations (As needed)	Electric and Gas	Power Generation	Cyber and IT
Serious	3	**Serious** • large # customers	• mainly within the region • may need to move between regions	• increased media interest • actual or imminent negative coverage	• ICP • OEC • (Electric AC) • (GEC) • (EOC) • (ETEC) • (STOEC)	• 4-10 times EDO workload • 100,000 to 300,000 customers out • 7-10 ET Outages/AOR, restoration is 1-3 days • significant winter storm, winds 35-50 mph (EDO) or >50 mph (ET) • 2-4-day gas restoration • resources on 12- to 16-hour schedules • outside resources brought in from other divisions • gas-related fire, injury or significant property damage • earthquake, landslide or wildfire with major gas transmission impacts with severe gas distribution interruptions	• significant earthquake • large chemical release into sparsely populated area • gas supply line failure • unscheduled or uncontrolled release • fatality in waterway, serious dam or waterway leak **NUCLEAR** • Declaration of Alert for events that are in progress or have occurred which involve an actual impact on the level of safety of the plant. Plant and local government Emergency Response Facilities are activated and emergency actions by the public may be necessary. • If a radiation release has occurred it will not exceed federal exposure limits • Localized media interest	• significant cyber risk • increased hacking, virus or other malicious activity could compromise secure or critical systems containing confidential or restricted information or result in a distributed denial of service attack • critical 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. systems • call center impacted significantly • significant voice communications disruption
Severe	4	**Severe** • large # customers • extended multiple incidents • company impacted	• mainly from multiple regions • general contractors used • mutual aid may be needed	• heavy media interest • potential reputational risk	• ICP • ETEC • STOEC • OEC • Electric AC • GEC • EOC	• 10-32 times EDO workload • 300,000 to 750,000 customers out • 2-6 days restoration, 10-14 ET Outages/AOR • OECs, ACs, GEC and EOC activated. • major windstorm, winds 40-60 mph (EDO) or >60 mph (ET) and significant earthquake • >5-day gas restoration • rotating shifts implemented • GC resources mobilized across regions • contractors may be required • curtailment of routine work • gas-related explosion • pipeline rupture with significant public safety issues • significant earthquake affecting multiple divisions with confirmed injuries, fatalities or severe property damage • major gas transmission impacts with severe gas distribution interruptions	• significant earthquake affecting more than one hydro area • large chemical release into populated area • gas supply line failure/explosion • low-hazard dam failure and severe waterway failure **NUCLEAR (DCPP only)** • Declaration of Site Area Emergency for an event in progress that involves major failures of plant functions • critical plant operations compromised and possible systems failures • hostages/plant damage due to hostile action • radiation release beyond site boundary not expected to exceed federal exposure limits • Plant and local and state government Emergency Response Facilities are activated and emergency actions by the public may be necessary • local, state and national media interest	• high cyber risk of increased hacking, virus or other malicious cyber activity that targets or compromises PG&E's core infrastructure • an exploit for a critical vulnerability exists that has the potential for severe damage • a critical vulnerability is being exploited and there has been significant impact • attackers have gained administrative privileges on compromised systems • multiple damaging or disruptive virus attacks • multiple denial of service attacks against critical infrastructure services • IT: Significant / Large IT events with escalated impact to multiple LOBs or geographic areas • unplanned, prolonged data center outage • Contact Center down • critical Operational Technology (OT) systems or the Utility Data Network (UDN) disrupted for prolonged period

Type	Level	Impact	Resources	External Interest	Activations (As needed)	Electric and Gas	Power Generation	Cyber and IT
Catastrophic	5	**Catastrophic** • multiple incidents • large # customers • significant cost, infrastructure risk and/or damage • ability to conduct business impacted	• full mobilization of company resources • mutual aid resources are needed	• heavy media interest • actual reputational risk	• ICP • OEC • ETEC • STOEC • Electric AC • GEC • EOC	• >32 times EDO workload • >750,000 customers out • >14 ET Outages • AOR >6 days restoration • mutual aid needed • OECs, ACs, GEC and EOC activated • major to catastrophic storm incident, wind >60 mph (EDO) or >75 mph (ET) • >10 days estimated gas restoration • rotating shifts implemented • mutual aid needed • major earthquake with uncontrolled risk of injury or fatality • multiple pipeline ruptures with significant public safety issues • multiple uncontrolled major gas releases or gas-fed fires across system with long duration gas interruption expected	• multiple fatalities • widespread property damage (e.g., high hazard dam failure) • outside assistance needed NUCLEAR (DCPP only) • Declaration of General Emergency for an event that has resulted in an actual or imminent release of radioactive material expected to exceed federal exposure limits • plant and local, state and federal government Emergency Response Facilities are activated and emergency actions by the public will be necessary • real/imminent substantial core damage • potential loss containment integrity, site control loss due to hostile action • local, state and national media interest	• Severe risk of hacking, 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 services • Complete network failures, mission critical application failures, compromise or loss of administrative controls of critical system, loss of critical supervisory control and data acquisition (SCADA) systems • potential for or actual loss of lives or significant impact on the health or economic security of the state • extensive / widespread, prolonged IT events with escalated impact across multiple LOBs • critical network and computing infrastructure impacted simultaneously, e.g., data centers, contact centers, transmission and data networks

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Figure 10-6 Emergency Operations Center Organizational Chart

Officer In Charge (OIC)

EOC Commander

Deputy EOC Commander

Admin Support

Chief of Staff
- PG&E SOC Liaison — Working from SOC/UOC
- EOC Manager
  - EOC Support
  - IT / Tech Support (3)

IT Officer * For Cybersecurity Incidents only
- Legal Officer
- I&I Unit *
  * For PSPS Events & Wildfire Incidents only

Safety Officer
- Assistant Safety Officer

Human Resources Officer
- Assistant HR Officer
- HRCC
- EMC

Liaison Officer
- Assistant Liaison Officer
- Liaison Staff
- PSS Liaison * For PSPS Events only
- Nuclear Liaison * For Nuclear Incidents only

Nuclear Liaison – Role is to be the connection between the EOF and the EOC

Customer Strategy Officer
- Customer Strategy Staff
- Data Specialist *
- Critical Infrastructure *
  * For PSPS Events and/or Cybersecurity Incidents only

Privacy Officer

Public Information Office
- Public Information Officer (PIO)
- Gas Emergency Center Communications (GEC PIO / DPIO)
- Assistant Public Information Officer (PIO)
- Administrative Assistant (as needed)
- Media Relations Lead
- Media Relations
- Lead Writer / Employee Communications
- Lead Writer / Customer Communications
- Social Media
- Digital Strategy
- Digital Publisher
- Planning & Intelligence Liaison (P&I)

- Bay / Central Coast Region Rep
- Central Valley / South Region Rep
- North Region Rep
- DCPP/SLO/Los Padres Division Rep
- After Hours Rep
- Media Monitoring

Deputy Operations Section Chief
Operations Section Chief
Admin Support

- Vegetation Branch Leader
- Aviation Operations Branch Director
- Gas Operations Branch Director
  - Gas Operations Tech Specialist
  - Documentation Support
- Electric Distribution Operations Branch Director
  - Dist. Control Center Liaison
  - Area Command
  - OEC
- Electric Transmission Operations Branch Director
  - Energy Supply Group Supervisor - Electric
  - Hydro / Fossil Group Supervisor
  - Nuclear Technical Specialist
  - ETEC Lead
  - ETEC Control Group
- Generation Branch Director
- IT Branch Director
  - Deputy IT Branch Director

Intelligence & Investigation Section Chief *
- Physical Security Unit Leader
- Physical Security Unit Support
- Admin Support
- IT Branch Director
- Deputy IT Branch Director

* For Cybersecurity Incidents:
- IT Branch Director & Deputy IT Branch Director report to I&I Section Chief
- Physical Security Unit Leader reports to I&I Section Chief

Deputy Planning & Intelligence Section Chief
Planning & Intelligence Section Chief
Admin Support

- Advance Planning Unit Lead
  - Advance Planning Support
  - Advance Planning Support
  - Advance Planning Support
- Documentation Unit Leader
  - Documentation Support
  - Documentation Support
  - Documentation Support
- WSOC Unit Leader
  - WSOC Tech Spec.
  - PSPS Tech Spec.
  - WSOC
- Resources Management Unit Lead
  - Gas Resources Management
  - Mutual Assistance Lead
  - Mutual Assistance Coordinator
  - Mutual Assistance Support
  - Resources Tracking
  - Contractor Management
- Situation Unit Leader
  - Situation Unit Coordinator - Etec
  - Situation Unit Coordinator - Gas
  - Estimate Time of Recovery (ETOR)
  - Situation Unit Support Staff
  - Technical Specialists
- Demobilization Unit Leader

Deputy Logistics Section Chief
Logistics Section Chief
Logistics Reporting Lead

- MTCC Unit Leader
- Service/Support Branch Director
  - Environmental/Land Response Unit Leader (4)
  - Admin. Support/Food Unit Leader
    - Admin. Support / Food Unit Leader
  - Physical Security Unit Leader *
  - Facilities Unit Leader
    - Facilities Coordination Unit Leader
  - Ground Support Unit Leader
    - Ground Support Unit Leader Support
  - Supply Unit Leader
    - Service/ Materials Buyer
  - Hotels/ Berthing Unit Leader
    - Hotels/ Berthing Support
  - Base Camp/ Staging Area Support

* For Cybersecurity Incidents Physical Security Unit Leader reports to I&I

Deputy Finance & Administration Section Chief
Finance & Administration Section Chief
- Insurance Unit Leader (Remote)
- Payroll Unit Leader (Remote)
- Treasury Operations Unit Leader
- Accounts Payable Unit Leader
- Claims Unit Leader
- Cost Unit Leader

Power Generation Facilities
- Humboldt Incident Commander
- Shasta Incident Commander
- DeSabla Incident Commander
- Central Incident Commander
- Kings/CV Incident Commander
- Helms Incident Commander
- Colusa Incident Commander
- Gateway Incident Commander
  - Safety
  - Operations
  - Planning & Intelligence
  - Logistics
  - Finance & Administration
  - Environmental
  - Security

Gas Emergency Center (GEC)
- IC Advisor
- GEC Director
  - PIO GEC Liaison
  - Safety Officer
- GEC Exec Admin Asst.
- Deputy GEC Director
- Operations Section Chief
  - Deputy Operations Section Chief
  - Restoration Group Supervisor
  - Hydraulic Analysis Lead
  - Gas Control Center Liaison
  - Field Operations Branch Director
  - LNG/CNG On-Call *Remote Support*
- Planning & Intelligence Section Chief
  - Deputy P&I Chief
  - Situation Unit Leader
  - Documentation Unit Leader
  - Resources Unit Leader
  - Advanced Planning Branch Director
- Logistics Section Chief
  - Transmission Engineer
  - Station Engineer
- Finance & Administration

Last Revision – August 15, 2019, dh

Information Technology Coordination Center (ITCC)
- ITCC Group Supervisor
- Group Supervisor - Application
- Business Technology Application Support Lead
  - Computing
  - Application
  - Tele & Network
  - Telecom M&C
    - Base Camp IT Lead
  - Security
  - Client Support
  - Data Center Facilities

Technical Specialists
- GIS
- Geosciences
- Weather
- Business Tech Specialist – DMS/OMT
- IT Tech Specialist – DMS/OMT

Electric Transmission Emergency Center (ETEC)
- ETEC Unit Lead
  - EMS/SCADA/RAS Leader
- Sub/Tran OEC
  - Logistics
- GCC 24 x 7 (virtual ETEC)
  - Area Operating Engineer
- P&I Chief
  - Operations Engineering
  - Protection Engineering

Human Resources Coordination Center (HRCC)
- HRCC Unit Leader
  - HR Advice & Counsel
  - Labor Relations
  - Data & Communications #1
  - Benefits
  - Employee Assistance Program (EAP) – [Safety]
  - Synch Cell Manager
    - Data & Communications #2
    - Synch Member #1
    - Synch Member #2

Facility Coordination Center (FCC)
- FCC Unit Leader
  - Admin Support & Contract Support Unit
  - Structural & Elec Transmission
  - Critical Facilities
  - G.O. Facility
  - Facilities Maintenance
  - Client Support
  - Project Managers
  - Contract & Finance

Materials Transportation Coordination Center (MTCC)
- MTCC Unit Leader
  - MTCC Admin Staff
  - MTCC Logistics Support
  - MTCC Materials Planning
  - MTCC Traffic / Transportation
  - MTCC Materials Services

Emergency Message Center (EMC)
- EMC Unit Leader
  - EMC Member #1
  - EMC Member #2
  - EMC Member #3

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Appendix D. Incident Command System

D.1 ICS Overview

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

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

The ICS framework can grow or shrink 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.

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D.1.1 Common Terminology and Clear Text

Figure 10-7 PG&E Public Safety Specialists with San Mateo First Responders

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

All communication should:

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

D.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.

D.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)

D.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.

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

D.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**: 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 pre-requisite for all EOC on-call employees

For additional information on PG&E emergency response training opportunities, see CERP Section 3.6 Training and Exercises.

D.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).

D.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.

D.2.2　The Planning "P"

The Planning "P" is a guide to the process and steps involved in planning for an incident (see Figure 10-8).

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 E and Appendix F for additional meeting descriptions, template and samples.

The PG&E Planning "P"
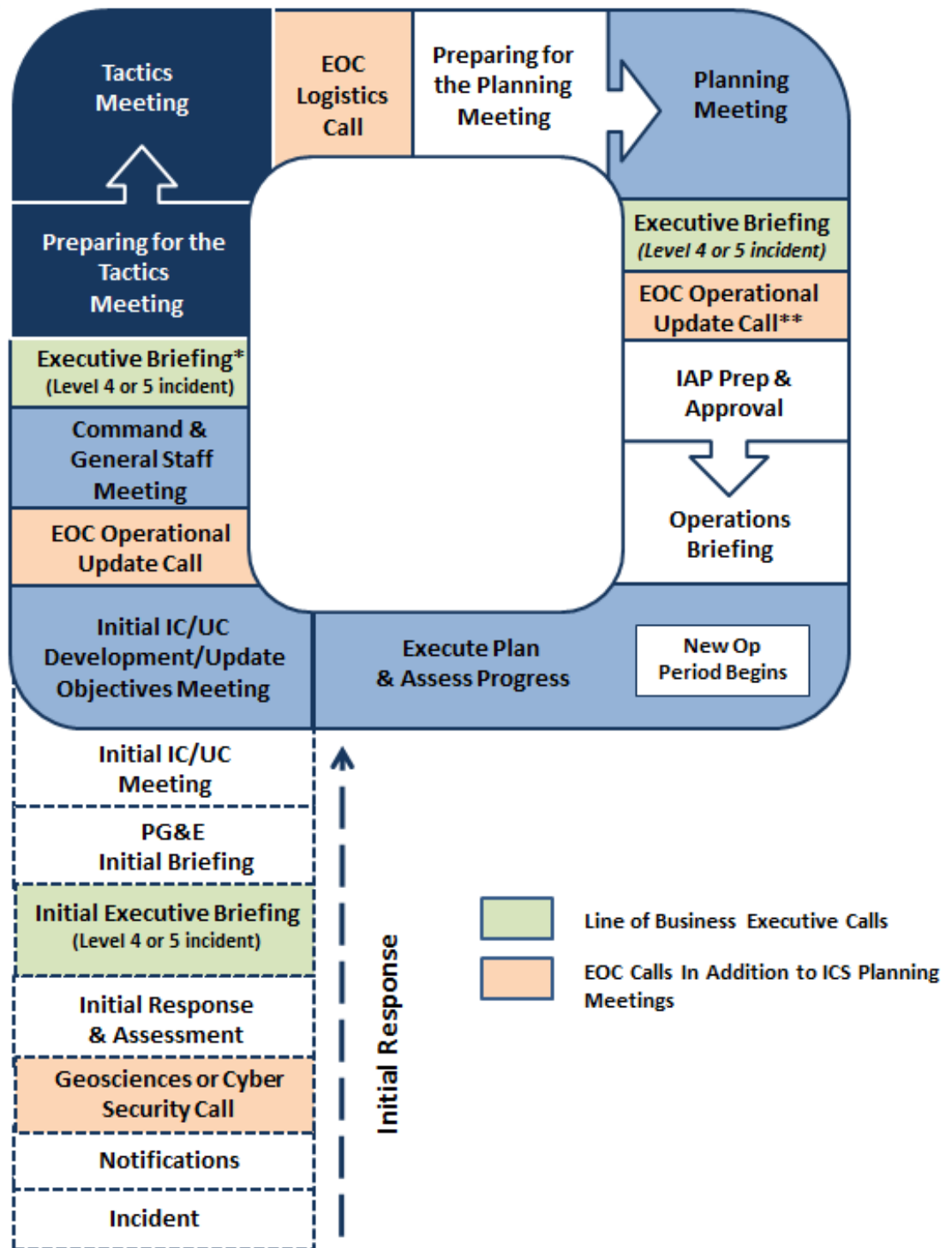
Figure 10-8 PG&E's Planning "P"

Appendix E. Meetings and Agendas

Building on Appendix D's Planning Process and the Planning "P," this section outlines a "day at the EOC." During an incident, the EOC's daily flow follows the Planning P steps described in detail in Appendix D 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

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

E.1 Incident Start-Up Meetings

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.

Table E.1.1 outlines the initial conference call immediately following an emergency event that determines the opening of the EOC with the appropriate level of staff resources. Subsequent conference call agendas are presented in this section.

E.1.1 Geosciences or Cybersecurity Call

Activity	When	Purpose	Facilitator	Attendees
Geosciences Initial Call	After a major earthquake	• Determine whether to activate the EOC	Geosciences Director	• VP Asset and Risk Management, CWSP • Director, EP&R • Director, Geosciences
Cybersecurity Initial Call	After discovery of a major cybersecurity incident	• Determine whether to activate the EOC	Director Cybersecurity	• VP Asset and Risk Management, CWSP • Director, EP&R • Director, Cybersecurity

E.1.2 Initial Executive Briefing

Activity	When	Purpose	Facilitator	Attendees

Initial Executive Briefing	At the onset of a no-notice event, following the Initial Call	• Inform leadership
		• Establish command
		• Provide initial direction, e.g.:
		  ◦ Open the EOC
		  ◦ Report to AEOC in Vacaville
		  ◦ Activate the Executive Mobilization Plan
		  ◦ Stand down, etc.
		• Obtain information, e.g.:
		  ◦ Status of 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
			VP Asset and Risk Management, CWSP or designee	• EOC Commander
				• Director, EP&R
				• LOB Executives/ designees
				• CIMC (optional attendance)

See: Cybersecurity Annex for additional topics that may be reported during a cybersecurity incident.				

E.1.3   Incident Briefing

Activity	When	Purpose	Forms	Agenda	Facilitator	Attendees
Incident Briefing	Transition from Initial Response to Operations	• Brief IC/UC • Assess operational requirements • Determine current and future organizational and response requirements and objectives • Inform staff • Set expectations	ICS 201 Incident Briefing	• Current situation • Priorities, issues and objectives • Current and planned actions • Current incident management organization • Resource assignments • Resources in transit or ordered • Facilities established • Incident potential	• IC or P&I Section Chief	• IC/UC • Command staff • General staff

E.1.4   Initial IC/UC Meeting

Activity	When	Purpose	Facilitator	Contributors	Attendees

Initial IC/UC Meeting	When the IC/UC is formed	• Determine roles and authorities
		• Set expectations
			Current IC/UC or P&I Section Chief	IC/UC
				• Negotiates UC participation
				• Clarifies UC roles & responsibilities
				• Negotiates and agrees on:
				  ◦ Jurisdictional boundaries
				  ◦ Incident name
				  ◦ Overall incident management organization
				  ◦ Location of ICP, 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
				• Advises of major safety concerns
				Operations
				• Briefs UC members on current operations
				Planning
				• If available, facilitates and documents meeting
				Logistics
				• May not be activated at this time
					Only the ICs who will make up the Unified Command (UC)

E.1.5   EOC Initial Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
EOC Initial Briefing	Upon activation of the EOC	• Inform staff • Provide initial direction • Set expectations	EOC Commander	EOC Commander • Provides information on what is known so far, high-level objectives and activities Safety Officer • Advises of major safety concerns	EOC Staff

E.2 Operational Period Meetings and Work Sessions

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

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

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

Then, the Operations Section directs the implementation of the plan. The plan is evaluated at various stages in its development and implementation. The Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is ensured.

E.2.1 IC/UC Objectives Meeting

Activity	When	Purpose	Facilitator	Contributors	Attendees

IC/UC Objectives Meeting	Prior to Command and General Staff Meeting	• Identifies priorities, limitations and constraints
		• Develops objectives
		• Develops Command and General Staff tasks
		• Agrees on UC workload
			IC/UC member or P&I Section Chief	Command
				• Identifies
				  ◦ Priorities
				  ◦ Limitations
				  ◦ Constraints
				  ◦ Key procedures
				• Develops
				  ◦ Incident objectives
				  ◦ Tasks for Command and General Staff
				• Agrees on division of UC workload
				Planning
				• Facilitates and documents meeting
				• Proposes draft objectives
				Operations
				• May attend/contribute
					IC/UC members Selected staff

E.2.2   EOC Operational Update Call

Activity	When	Purpose	Facilitator	Contributors	Attendees

EOC Operational Update Call	Prior to the Command and General Staff Meeting	• Share situation status between EOC, ACs, GEC and ETEC
		• Discuss
		  ◦ Limiting factors
		  ◦ Critical resource needs
		  ◦ Weather
		  ◦ Safety
			P&I Section Chief		Officers
					EOC Section Chiefs
					Branch Directors
					Resource Unit Leader;
					Electric AC 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.				

E.2.3   Command Call Meeting

Activity	When	Purpose	Facilitator	Contributors	Attendees

Command Call and General Staff Meeting	Prior to Tactics meeting; this meeting occurs as needed and should be as brief as possible	Gather input or provide immediate direction that cannot wait until the planning process is completed	Deputy EOC Commander	Command
				• Reviews
				  ◦ Key decisions
				  ◦ Priorities
				  ◦ Constraints
				  ◦ Limitations
				  ◦ Objectives
				  ◦ Procedures
				  ◦ Status of open actions and tasks
				• Presents/reviews functions work assignments (tasks) to Command and General Staff
				Operations
				• Provides update on current operations
				Planning
				• Facilitates and documents meeting
				• Sets up meeting room
				Situation Unit Leader
				• Provides update on current situation and projections if available
				Documentation Unit Leader
				• Documents meeting
				• Distributes meeting materials
					EOC Commander
					Command Staff
					General Staff Section Chiefs
					Technical Specialists as needed
					Documentation Unit
					CIMC optional

	The IC/UC may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed.				
	This meeting occurs as needed and should be as brief as possible.				

E.2.4   Command Call Agenda

Below is a sample Command Call Agenda; an electronic command call agenda is available on the EOC Resources SharePoint.

Telephone Conference: Participants call **REDACTED**
Conference Host: EOC Commander **Conference Facilitator:** Director, EP&R **Conference Attendees:** Executives, Lines of Business Leaders, EOC Command Staff, EOC Section Chiefs (if established) (previous IST / EWCG attendees)

Purpose of Call:
 	
    • Provide known event details
    • Identify next critical steps
    • Discuss initial internal and external communications
        • Timeline of calls, releases, etc
    • Ensure policies and decisions are communicated consistently
    • Identify Operational Barriers where assistance is needed from other business units
    • Provide Situational Awareness to Corporation
 	
Confirm the following Incident Objectives and their Priorities:
 	
    • Protect the health and welfare of the public, PG&E responders, and others
    • Protect the property of the public, PG&E, and others
    • Restore gas and electric service and power generation
    • Restore critical business functions and move toward business as usual
    • Inform customers, governmental agencies and representatives, the news media, and other stakeholders/constituents

Item	Report Item	Functional Area	Reporting
1	**Provide OPENING COMMENTS** • Event recap • Potential damages • Request for information • Ensure Notification protocol	EOC Commander	
2	**Safety** • Event Driven stats – injuries/deaths/safety issues • Field Support status		
3	**Weather** • Current weather • Forecasted weather for restoration (storms, wind events, cold weather days) **Earthquake Impact** • Location(s) • Magnitude • Duration • Aftershock probability • Shakemap from USGS • Potential impact	Weather Geosciences	

4	**Electric Operations** • Damage Assessment • Resource Summary • Preliminary Work plan	Electric Operations – Distribution Sub & Trans	
5	**Power Generation** • Damage Assessment • Resource Summary • Preliminary Work plan	Power Generation	
6	**Diablo Canyon** • Damage Assessment • Resource Summary • Preliminary Work plan	Nuclear	
7	**Vegetation Management** • Damage Assessment • Resource Summary • Preliminary Work plan	Vegetation	
8	**Gas Operations** • Damage Assessment • Resource Summary • Preliminary Work plan	Gas Operations – Trans & Dist	
9	**Energy Procurement** • Damage Assessment • Resource Summary • Initial Work plan	Energy Procurement	

10	**Logistics Supply Chain**
	• Logistics staffing plan status
	• Significant issues that could impact our response (e.g., Supply Chain systems disruption, environmental, facilities, staffing, materials and equipment availability, critical suppliers) and actions taken
	• Report out on unit areas as needed:
	  - Environmental/Land
	  - Admin Support/Food
	  - Physical Security
	  - Facilities
	  - Ground Support
	  - Supply
	  - Hotels/Berthing
	• Base camp, staging area and micro site status if activated
	• Work plan for the current operational period
		Logistics Section Officer	

11	**Aviation Operations** • Status of aircraft • Aerial patrols	Aviation	
12	**Information Technology** • Assessment	IT	

	• Deployment of emergency supplies (radios, phones, pagers) • Resource Summary • Preliminary Initial Work Plan		
13	**Customer Care** • Status of Call Centers • IVR messaging needs • Staffing of call centers • Initial Work plan	Customer Strategy	
14	**Finance** • Expectation for Initial estimate • Work order status	Finance and Administration Section	
15	**Governmental Relations** – Federal, State, Local affairs • EOC Activations – Local Communities • Emergency Orders	Liaison Officer	
16	**Regulatory Relations** • CPUC Status/Communications • FERC/CPUC/Update • Requests for information	Regulatory	
17	**HR** • Employee status • Actions being taken to address employee issues	HR	
18	**Corporate Relations / Communications** • Communications game plan • Media update • Press releases/Conference schedule • Social media update • What we are hearing and seeing	Public Information Officer	
19	**Summary** • Review of required immediate actions • Status of notifications • Executive Relocation Plan **Closing – Initial Evaluation of the situation** • Preliminary incident objectives and strategy • Immediate incident objectives • Preliminary strategy • Initial resource objectives	EOC	

E.2.5   Executive Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Executive Briefing	Typically, after the Command and General Staff Meeting and following the Planning Meeting	• Obtain a status on each 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* CIMC (optional)**

The cadence and timing of Executive Briefings is determined by the EOC Commander. The timing and content of this call may be revised based on factors such as the type and onset of the emergency, magnitude of damage and expected duration.
The Executive Briefing is a LOB call and is **not** an EOC operational call.
It is scheduled by the VP Asset and Risk Management, CWSP, EOC Commander, Planning and Intelligence Section Chief, or designee.
* If a LOB Executive is not available, their designee may attend.
** Other senior executives not listed (i.e., CIMC members) are optional to attend.
For a detailed agenda, refer to the EOC Resources SharePoint.
See: Cybersecurity Annex for additional topics that may be reported during a cybersecurity incident.

E.2.6   Tactics Meeting

E.2.6.1   Preparation

To prepare for the Tactics meeting, the P&I 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

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	P&I Section Chief	Planning • Sets up meeting room • Facilitates meeting • Presents current situation and projections • Presents resources status (RESTAT) • Documents meeting Operations • Briefs current operations • Presents strategies, tactics and resource needs using Operational Planning Worksheet ICS 215 • Identifies alternative strategies • Presents the Operations Section organization • Provides plan and status during Dual Commodity events Safety • Identifies potential hazards and recommends mitigation measures • Presents Incident Safety Analysis ICS 215a Logistics • 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 (P&I, Operations and Logistics); Unit Leaders (Resources, Situation and Documentation) Technical Specialist, as needed

E.2.7   Planning Meeting

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

E.2.7.1   Preparation

Following the Tactics meeting, preparations are made for the Planning meeting. The P&I 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 events[65]
☐ 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

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[65] Dual commodity incidents are most commonly, but not exclusively, Gas and Electric incidents.

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

After the meeting, the P&I 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	P&I Section Chief	**Command** • Ensures that all of Command's direction, priorities and objectives have been met • Provides further direction and resolves differences as needed • Gives tacit approval of proposed plan **Operations** • Provides overview of current operations • Presents a plan of action that includes strategies, tactics, contingencies, resources, organization structure and overall management considerations (i.e., divisions/groups) **Planning** • Facilitates meeting • Briefs current situation • Provides projections • Documents meeting **Logistics** • Briefs logistical support/services and resource ordering status • Discusses operational facility issues **Finance / Admin** • Briefs administrative and financial status/projections, etc. **Command Staff** • Discusses and resolves any safety, liaison and media considerations and issues	Attendance is required for all Command and General Staff IC/UC Command and General Staff Situation Unit Leader Documentation Unit Leader Technical Specialists, as needed Additional incident personnel as requested
For a detailed EOC Planning Meeting agenda, refer to the EOC Resources SharePoint.					

EOC Planning Meeting Agenda			
Telephone Conference: *Please fill out with Conference Call #*			
Conference Host: EOC **Conference Facilitator:** Planning and Intelligence Section Chief			
Purpose of Call: The purpose of the call is to approve the plan that was developed via the tactics calls, section meetings, and communication with field staff (OEC/Electric AC, 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	P&I Section Chief	
Opening Remarks **Prioritize and Set Restoration Objectives** • Prioritize areas for restoration • Acceptable ETORs	Opening Remarks	EOC Commander	
Review and Establish Safety Message • Safety Plan • Process for collecting safety data from field for incident	Safety	Safety Officer	
Current Situation Update • Customers affected • Status of EOC • Open Emergency Centers **Establish Branch and Division Areas** • Geographic Divisions (Carver) • Damage Modeling Results **Specify Resource Need** • Acceptable ETOR XX time will require XX resources GAS • Acceptable ETOR XX time will require XX resources Electric • Specialty Crews needed: type and #	Situation Status	Planning Chief	
Incident Status/ Update Overall Situation • Electric: Damage Assessment/ETOR Transmission & Distribution • Gas: Damage Assessment/ ETOR Transmission & Distribution • IT: Damage Assessment/ETOR • Power Generation: Damage Assessment/ETOR • Veg: Damage Assessment/ ETOR	Operation Status	Operations Section Chief	

Specific Program Areas To Report On	Topic	Reporting	Notes
Identify Logistical Issues and Concerns • 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** • 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 • Media • PGE.com	Corporate Relations	Public Information Officer	
Review Financial Status and Implications • 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	
• Adjourn • Summary • Next meeting time/location	Meeting Wrap Up	Planning Section Chief	

E.2.8   Operations Period Briefing

Activity	When	Purpose	Facilitator	Contributors	Attendees
Operations Period Briefing	Twice Daily • At the start of each operational • ~1 hour prior to shift change	The Operations Period Briefing is conducted at the beginning of each operational period and presents the IAP to supervisors of tactical resources.	P&I Section Chief	**Command** • Provides guidance and clarification • Provides leadership presence and motivational remarks **Operations** • Provides Operations Briefing for the next operational period • Ensures ICS 204 tasking is clear **Planning** • Sets up briefing area • Facilitates Command and General Staff and other attendee briefing responsibilities • Resolves questions • Explains support plans as needed **Logistics** • Briefs security, environmental, facilities, transportation, supply and field support (base camp, staging area or micro site) issues **Finance / Admin** • Briefs administrative issues and provides financial report **Staff** • Operations, Logistics, Safety, Public Information and inter-agency and intelligence issues	IC/UC, Command and General Staff, Branch Directors, Division Supervisors, Task Force/Strike Team Leaders, Unit Leaders and others, as appropriate

E.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.

E.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).

E.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.

E.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 room B-107 at the San Ramon Valley Conference Center when the Alternate EOC 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.

E.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, P&I, Logistics and Finance Section Chiefs, LNO, SO, Intelligence Officer, PIO and Demobilization Unit Leader (DMOB).

E.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 F. Reports and Forms

The following forms combine to form the EOC Action Plan. They can be found on these SharePoint links: ICS Forms Used in EOC Action Plan and Other ICS Forms. The EOC Activation Checklist is not a part of the EOC Action Plan but is included here to inform part of the process of notifying the activation of the EOC to internal and external partners. The Checklist and the Deactivation Checklist is located at S:\P&RS\EOC\EOC Activation Deactivation Checklists.

EOC Form Name (ICS form name if different)	ICS Form Number	Prepared By
EOC Action Plan Workbook Blank Template		P&I Documentation Unit
EOC Action Plan Workbook Maps		P&I Documentation Unit
EOC Action Plan Workbook with Forms		P&I Documentation Unit
EOC Activation Checklist		EOC Manager and EOC Admin
EOC Deactivation Checklist		EOC Manager and EOC Admin
Initial Incident Briefing and Action Plan (becomes the Initial Action Plan)	201	EOC Commander
Incident Objectives	202	Planning Section Chief
EOC Organization List (Organization Alignment List)	203	Resources Unit Leader
Assignment List	204	Resources Unit Lead & Operations Section Chief
Communications	205A	Communications Unit Leader
Medical Plan	206	Safety Officer
Organization Chart	207	Resources Unit Leader
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

EOC Form Name (ICS form name if different)	ICS Form Number	Prepared By
Incident Personnel Performance Rating Form	225	n/a
Individual Performance Rating Form	226	n/a
Daily Meeting Schedule	230	P&I Documentation Unit
EOC Report Schedule	230A	P&I Documentation Unit

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

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

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

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

F.1.1 Preparation and Approval

For simple incidents of short 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 does not demand the formal planning process.

When – Immediately following the Planning meeting, the P&I Section Chief assigns the deadline for products.

Certain conditions result in the need for the IC to engage a more formal process. 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

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 and Intelligence

☐ Facilitates the gathering of required documents and assembles the IAP

☐ Reviews the IAP for completeness

☐ Provides completed IAP to IC/UC for review/approval

☐ Makes sufficient copies of the IAP

☐ Distributes IAP to appropriate team members and files the original

Logistics

☐ Reviews Logistics Section products for completeness (ICS 218, etc.)

☐ Provides logistics information for IAP

☐ Verifies resources ordered/status

Finance/Admin

☐ Verifies financial and administrative requirements for IAP

F.1.2 ICS 201 Incident Action Plan (IAP) / EOC Action Plan

PG&E EOC Initial Briefing includes PG&E versions of the ICS 201 Initial Briefing form, ICS 208 Safety Message, ICS 230 and 230A Meeting and Reports Schedules, respectively. It is appended below or can be downloaded from Initial Briefing forms
(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 AC**	☐	**Central Coast AC**	☐	**Central Valley AC**	☐	**Northern AC**
☐	ETEC		**BA Divisions**		**CC Divisions**		**CV Divisions**		**Northern Divisions**
☐	STOEC	☐	Diablo	☐	CC (Santa Cruz)	☐	Fresno	☐	Humboldt
☐	MTCC	☐	East Bay OEC	☐	San Jose/DeAnza	☐	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		P&I Section Chief	
Liaison Officer		Deputy P&I 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>

F.1.3   ICS 208 – EOC Safety Message

SAFETY MESSAGE
Major Hazards and Risks
•
•
•
Narrative

Prepared by:	**Approved by:**

F.2 ICS 230 – EOC Meeting Schedule

F.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					
0700	Incident Occurs				
0715	Geosciences or Cybersecurity Call	Discuss incident and need to activate EOC.	Geosciences Director	VP Asset and Risk Management, Community Wildfire Safety Program, Director, EP&R, Geosciences Director (for earthquake), Director of Cybersecurity (for cybersecurity incident)	Call
0730-0800	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
0845	EOC Objectives Meeting	Review priorities, limitations and constraints. Create EOC objectives.	EOC Commander or P&I Section Chief	EOC Commander P&I and Operations Section Chiefs	EOC Exec Conference Room
0915	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
0930	**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.)	P&I Section Chief	**Section Chiefs:** P&I, Operations, Logistics, Finance **Officers:** HR, Customer Strategy, Public Information **Commanders:** Electric AC ICs, SO&C GEC **Branch Directors/Unit Leaders:** Electric Distribution, Transmission/Substation, Power Generation, Sub / Tline, Resource Unit, Vegetation Management	Call
1030	**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.	P&I Section Chief	EOC Commander, Command & General Staff Situation Unit Leader Documentation Unit	EOC Exec Conference Room
1430	**EOC Objectives Meeting**	Review priorities, limitations and constraints. Review EOC objectives **for the next operational period**.	EOC Commander or P&I Section Chief	EOC Commander P&I and Operations Section Chiefs	EOC Exec Conference Room
1530	**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 P&I Logistics **Unit Leaders:** Resource Management Advance Planning	EOC Operations Room
1630	**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 AC/GEC, MTCC, Base Camp, Staging Area and Micro Site	Call

Meeting Schedule (commonly-held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees (EOC unless noted)	Call / Location
1730	**EOC Planning Meeting**	Review status and finalize strategies and assignments to meet Incident Objectives for the next Operational Period.	P&I Section Chief	Determined by the IC/UC, e.g.: P&I Section Chief, Documentation Unit Leader, IC, Command & General Staff, Situation Unit Leader, Technical Specialists	EOC Exec Conference Room
1830	**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 (CIMC), Director, EP&R	Call
1900	**EOC Staff Briefing – Night Shift**	Provide objectives, activities and safety to next shift	EOC Commander, Safety Officer	EOC Staff	EOC (room 118)
2000	**EOC Operational Update Call**	See above	See above	See above	Call
0400 next day (subject to change)	**EOC Validation Call**	Confirm if the plan is still valid or if changes still need to be made	P&I Section Chief	**Section Chiefs:** Operations, P&I, Logistics **Unit Leaders:** Resource Management Situation **Regions**: Electric AC ICs and Logistics Leads	Call

F.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				
0700	**Operational Period Begins**				
0730	**EOC Operational Briefing – Day Shift**	Provide objectives, activities, and safety to next shift.	EOC Commander, Safety Officer	EOC Staff	EOC Main Room
0800	**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; CIMC optional	EOC Exec Conference Room **REDACTED**
0900	**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 **REDACTED**
0930	**CIMC Call (Level 4/5)**	This is a Corporate Incident Management Council (CIMC) call where the executives are informed of the current situation and consulted with, as needed.	Director, EP&R	Executive Team CIMC members (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director, EP&R	EOC Exec Conference Room and Call
1100	**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 AC and GEC Logistics, MTCC Logistics, Base Camp Logistics	EOC Meeting Room **REDACTED**

Meeting Schedule (commonly-held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees	Call / Location
1400	**EOC Objectives Meeting**	Review priorities, limitations and constraints. Review EOC objectives for the **next operational period**.	EOC Commander or P&I Section Chief	EOC Commander, P&I Section Chief, Operations Section Chief	EOC Exec Conference Room
1430	**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 **REDACTED**
1530	**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, P&I Section Chief, Logistics Section Chief, Resource Management Unit Leader, Advanced Planning Unit Leader	EOC Operations Room
1600	**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 AC and GEC Logistics, MTCC Logistics, Base Camp Logistics	EOC Meeting Room **REDACTED**
1700	**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 **REDACTED**
1800	**EOC Planning Meeting**	Review status and finalize strategies and assignments to meet Incident Objectives for the next Operational Period.	P&I Section Chief	Determined by the IC/UC. Often included: P&I Section Chief, IC, Command and General Staff, Situation Unit Leader, Documentation Unit Leader, Technical Specialists, as needed	EOC Exec Conference Room

Meeting Schedule (commonly-held meetings are included)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees	Call / Location
1900	**EOC Staff Briefing— Night Shift**	Provide objectives, activities, and safety to next shift.	EOC Commander, Safety Officer	EOC Staff	EOC Main Room
1830	**CIMC Call (Level 4/5)**	This is a Corporate Incident Management Council (CIMC) call where the executives are informed of the current situation and consulted with, as needed.	Director, EP&R	Executive Team CIMC members (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director, EP&R	EOC Exec Conference Room and Call
Approved By:			**Date/Time:**		

F.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
0800	**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
1000	**Restoration Work Plan Update Report**	Contains crew staffing plan for the next operational period	Advanced Planning Unit Leader	IC & Resource Management & Documentation Unit Leaders
1200	**EOC Intelligence Summary Report**	Provides a snapshot in time of the current situation status	Situation Unit Leader	Documentation Unit Leader
1400	**Weather Forecast Sent**	Provide a snapshot in time of the current information	Technical Specialist – Weather	EO EOC Out
1600	**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
1730	**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 & P&I Section Chief, Documentation Unit Leader
1900	**EOC Intelligence Summary Report**	Provides a snapshot in time of the current situation status	Situation Unit Leader	Documentation Unit Leader
1900	**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, P&I Section Chief	IC, P&I Section Chief
2000	**Weather Forecast Sent**	Provide a snapshot in time of the current count and information	Technical Specialist – Weather	EO EOC Out
0700 next day	**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 P&I Section Chief)			**Date/Time:**	

Appendix G. EOC Position Checklists and Tools

The EOC position checklists and related forms and tools are found on the EOC Resources SharePoint site.

Within this site, information is available on the following sections:

- EOC Command Staff
- Planning and Intelligence
- Operations
- Logistics
- Finance and Administration
- Intelligence and Investigations

Hardcopies of the checklists are also found in binders in the EOC, separated by section.

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Appendix H. 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. Transportation Services (TS) and IT personnel work together to ensure that the MCVs operate properly.

TS personnel:

- Who are properly licensed are the only authorized drivers[66]

- 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

H.1 MCV Requests

During an Emergency Incident

To request an MCV during or in support of an impending emergency event:

- Contact the EOC On-call Coordinator at (**REDACTED**

- 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 working days before the event date

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[66] 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.

H.2 MCV Locations

MCVs are garaged throughout the PG&E territory so that they may be deployed strategically and expeditiously.

<div align="center">Table 10.3 MCV Locations</div>

Vehicle ID	Physical Address
Commander Fresno B26034	This page was redacted.
Commander Davis B26035	
Lt. Commander B33896	
Sprinter San Francisco B26036	
Sprinter Santa Rosa B26037	
Sprinter San Jose B26038	
Sprinter Stockton B26039	
ECT Marysville B24599	
ECT Santa Rosa B27825	
ECT Salinas B27824	
ECT Stockton B24600	

H.3 MCV Specifications

H.3.1 Commander MCV

Figure 10-9 Commander Mobile Command Vehicle (MCV)

Table 10.4 Commander Specifications and Features

Category	Specifications / Features
Quantity	2
Use	• short-duration incidents • fewer capabilities than the Commander • personnel near the emergency site
Length/Width/Height (L/W/H)	• 39' L • 8.5' W (add 10' on passenger side for awning and slide-outs and add 5' on driver side for slide-outs) • 13.6' H outside clearance needed; 7' H inside
Fuel Capacity	80 gallons
Run Time for Generator Under Full Load	96 hours (assuming full tank of fuel, when parked on level ground)
Workstations	• 11 Dell laptops, docking stations, external keyboards and mice • 1 Dell desktop, keyboard and mouse • 7 H-P monitors
TVs and DVD Player	• 1 LCD television (42") • 2 LCD televisions (32 ") • 6 LCD televisions (26 ") • 1 Blu-ray DVD player

Category	Specifications / Features
Phones and Radios	• 12 Yealink Enterprise SIP-T20P VoIP phones • 1 satellite phone • 5 Verizon mobile phones • 5 AT&T mobile phones • 2 Kenwood radios • 1 Tait radio • Raytheon ACU 2000IP controller • Wireless access point (WAP) • 1 Polycom conference phone
Other	• 1 plotter • 1 printer/scanner/fax • 1 conference table • 3 roof-mounted HVAC units • 1 refrigerator • 1 toilet • 2 sinks

Vehicle ID	Physical Address
Fresno B26034	This page was redacted.
Davis B26035	

H.3.2   Type II Lieutenant (Lt.) Commander

The Type II MCV Lieutenant (Lt.) Commander is a smaller version of the Commander.

Figure 10-10 Type II Lieutenant Commander MCV

Table 10.5 Lieutenant Commander Specifications and Onboard Features

Category	Specifications / Features
Length/Width/Height (L/W/H)	• 30' L • 8.5' W (add 10' on passenger side for awning and slide-outs and add 5' on driver side for slide-outs) • 13.6' H outside clearance needed; 7' H inside
Fuel Capacity	80 gallons
Run Time for Generator Under Full Load	96 hours
Workstations	• 2 Dell laptops • 5 monitors • 1 Dell desktop
TVs and DirecTV Service	• 2 LCD televisions, one at the conference table and one mounted outside • 4 LCD televisions (24") • DirecTV Service
Phones and Radios	• 10 Yealink VoIP phones • 1 Iridium Integrated satellite phone • 5 Verizon mobile phones • 5 AT&T mobile phones • 2 Kenwood VHF radios • 2 Tait UHF radios • Raytheon ACU 2000IP audit control unit • 1 Wireless access point (WAP) • 1 Verizon MiFi • 1 AT&T MiFi • 1 Polycom conference phone

Category	Specifications / Features
Other	• 1 plotter • 1 printer/scanner/fax • 1 conference table • WTI Sidewinder HD PTZ Camera • Wilson Cellular Amplifier • 3 roof-mounted HVAC units • 1 refrigerator • 1 toilet • 1 sink

Vehicle ID	Location	Name and Physical Address
B33896-SLO	San Luis Obispo (SLO)	This page was redacted.

H.3.3   Sprinter MCV

Figure 10-11 Sprinter MCV

Table 10.6 Sprinter Specifications and Features

Category	Specifications
Quantity	4
Use	• short-duration incidents • fewer capabilities than the Commander • personnel near the emergency site
Length/Width/Height	• 24' L • 6.6' W (add 10' on passenger side for awning and add 10' on driver side for data and phone jacks) • 10'6" H outside clearance needed (25' H outside clearance needed if deploying the cell/UHF antenna); 6.5' H inside
Fuel Capacity	26.4 gallons
Run Time for Generator under Full Load	48 hours (assuming full tank of fuel, when parked on level ground)
Workstations	• 3 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	• 5 Yealink Enterprise SIP-T20P VoIP phones • 1 satellite phone • 5 Verizon mobile phones • 5 AT&T mobile phones • 2 Kenwood radios • 1 Tait radio • Raytheon ACU 2000IP controller • Wireless Access Point (WAP)
Other	• 1 plotter • 1 printer/scanner/fax • 1 roof-mounted HVAC unit

Vehicle ID	Physical Address
San Francisco B26036	This page was redacted.
Santa Rosa B26037	
San Jose B26038	
Stockton B26039	

H.3.4   Emergency Communications Trailer MCV

Figure 10-12 Emergency Communications Trailer MCV

Table 10.7 Emergency Communications Trailer Specifications and Features

Category	Specifications
Quantity	4
Radios and Phones	• 150 MHz repeaters/radios • 450 MHz repeaters/radios • Multi-band radio scanner • Future expansion to cell or satellite communications

Vehicle ID	Physical Address
Marysville B24599	This page was redacted.
Santa Rosa B27825	
Salinas B27824	
Stockton B24600	

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Appendix I. Phonetic Alphabet and 3-Way Communication

I.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

I.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)

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Appendix J. Acronyms and Glossary

J.1　Acronyms

Acronym	Definition
AAR	After Action Report
AB	Assembly Bill
AC	Area Command
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
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
CIMC	Corporate Incident Management Council
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
EC	Emergency Center
ECAP	Enterprise Corrective Action Program
ECI	Enterprise Continuous Improvement
ECT	Emergency Communications Trailer
ED	Electric Distribution
EDM	Electric Damage Model
EDO	Electric Distribution Operations
EEI	Edison Electric Institute
ESF	Emergency Support Function
E-ISAC	Electricity Information Sharing and Analysis Center
EM	Emergency Management
EMAP	Emergency Management Advancement Program

Acronym	Definition
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
GIS	Geographic Information System

Acronym	Definition
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
MACS	Multi-Agency Coordination System

Acronym	Definition
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
P&I	Planning and Intelligence
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

Acronym	Definition
RCIOC	Rancho Cordova Information Operations Center
REOC	Regional Emergency Operations Center
RESTAT	Resources Status
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 T-Line 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
UOC	Utility Operations Center

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

J.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.

AREA COMMAND: 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. Area Command 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 AND INTELLIGENCE (P&I) 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 an Area Command are multi-jurisdictional. (See *Area Command* and *Unified Command*.)

UNIFIED COMMAND (UC): In the Incident Command System, Unified Command is a unified team effort that allows all agencies with responsibility for an incident, either geographical or functional, to manage an incident by establishing a common set of objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

UNIT: Organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

UNITY OF COMMAND: Concept by which each person in an organization reports to only one designated person.

Appendix K. Change Record

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2018	TOC	2019	Type	Change Detail	SME

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