



*Pacific Gas and
Electric Company®*

Company Emergency Response Plan (CERP)

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Preface

This section contains Pacific Gas and Electric Company (PG&E) legal notices and trademarks, and provides information related to the ownership and maintenance of this document.

Document Control

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

Change Record

The following table is used to record all changes made to the plan. It describes the revisions made, the locations of the revisions, the names of the persons responsible for the revisions, and the revision dates.

Revision #	Sections Affected	Changes	Author	Feedback From
2.1	All	Edits to wording, updated titles, updated Notifind to Send Word Now	T3SN	
	1.4.2	Updated Figure 1.1 to include wildfire and business continuity	T3SN	EMHP
	1.5.1, 1.9	Updated EP&R and Emergency Preparedness and Response Policy based on the policy updated 1/2016	T3SN	EMHP, CRSV
	1.5.4	Updated that the site vice president has responsibility for EP at DCPD	M0G3	
	1.6	Re-ordered information	T3SN	
	1.8	Added CPUC G.O. 112-F	T3SN	ECMH
	2.1.1	Updated Figure 2.1 image title, updated Figures 2.3, 2.4, 2.5	T3SN	LLJ8, ECMH, M0G3
	2.3.2	Updated Functional Areas to Gas Operations and added Security to IT	T3SN	ECMH, NAO2
	2.3.2.1.2	Updated DCPD description	T3SN	M0G3
	3.2.2.1.1	Updated damage model scenarios and added Earthquake Annex	T3SN	GCME, BLSX
	5.1, 5.2.1	Edited CIMC and Operating Executives section	T3SN	ECMH, CBR6, CRSV
	5.2.3.1	Moved information on single vs. unified command from ICS Appendix to PG&E's Incident Response Structure Roles and Responsibilities	T3SN	

Revision #	Sections Affected	Changes	Author	Feedback From
	5.2.3.2.9	Updated HRO description	T3SN	E2BL, WXB2
	5.2.3.2.10	Added IT Officer; position description	T3SN	
	5.2.3.3.4	Updated all Units in Logistics	T3SN, JF12, BAK8	
	5.2.3.3.6	Added Intelligence/Investigations Section	T3SN, C1FI	
	5.2.4, 5.2.4.1 to 5.2.4.5	Added Dual Commodity Response	T3SN	JLRS, JN1F, ECMH, R2KH, WRP6, TJLI, AEH9, AMG2, ROR3, SWB5, CBR6, JN19
	5.3, 5.3.1 to 5.3.7	Re-ordered emergency centers, moved ETEC and STOEC to emergency centers, updated Figure 5.11	T3SN	EMHP, KJB6
	5.2.3.3.3	Edited/added descriptions for Resource Management Unit, Mutual Assistance, Resource Tracking, Contractor Management	T3SN	GCME, CBR6
	5.3.8.1	Edited description of ICP	T3SN	ECMH
	5.3.8.3	Added micro-site information	BAK8	
	5.3.9	Updated Coordinator Center table: changed JIC Chief to PIO, changed ITCC Commander to IT Branch Director, updated HRCC information	T3SN, NAO2	E2BL
	5.3.9.1	Updated CCECC information	DGV2, T3SN	
	5.3.9.2	Added communication methods	MCNA	
	5.3.9.3	Updated ITCC description	NAO2	
	5.3.9.5, 5.3.9.6	Updated HRCC and Emergency Message Center descriptions	T3SN, E2BL	WXB2
	5.4.4, 5.4.5	Added Operational Area and Local Government, and CBOs and NGOs to Roles/Responsibilities	T3SN	KMKZ, EMHP
	6.3.1	Updated IT criteria for each incident level, added Electric Transmission examples, edited MCV	NAO2, T3SN	MAD2
	6.3.2.2, 6.3.2.3, 6.3.2.5 and	Updated activation triggers for the Company, Electric, IT and Cyber	T3SN	EMHP, C6S5, NAO2, C1FI,

Revision #	Sections Affected	Changes	Author	Feedback From
	subsections, 6.3.2.6	Emergencies, and Corporate Security		KJB6
	6.4.1.1	Moved weekly situational awareness call to readiness section instead of pre-incident	T3SN	ECMH, EMHP
	6.4.5.2.1	Updated external agency / stakeholder notifications and added Table 6	T3SN	Planning team
	6.4.6	Added GEC to Damage Assessment	T3SN	ECMH
	6.4.8 and 7.1.2	Moved resource allocation paragraph to Resource Management section, and referenced section, to keep Resource Management information together.	T3SN	
	7.1.3 and 7.1.4	Added EOC Resource Process and Requirements and Roles/Responsibilities	GCME	
	7.1.5 through 7.1.9, 7.1.9.1, 7.1.9.2; 7.2.2; 7.2.6, 7.2.7	Added resource movement management, deployment order, vehicle, equipment and rental management, materials management, contract crew support, NRE Event, EEI Ramp Up Tool. Added base camps and microsites to 7.2.2.	T3SN, BAK8	EMHP, BLSX, CBR6
	7.3 and all subsections	Added demobilization information	T3SN	MAPS, CTG3, JOBI, DAC5, MXCA, REDC, D2WS, JUHR, G1MS, BAK8
	7.3.7 and 7.3.9	Moved demobilization of emergency centers and EOC AARs to Demobilization section	T3SN	
	Section 8 and subsections	Moved Coordination and Communication section to its own section after Resource Management	T3SN	
	8.1.3	Added Executive Communications	T3SN	EMHP
	8.2.1, 8.2.3, 8.2.4	Edited Coordination at State Level, Local Level, and Community-based organizations so information was under the correct heading; added CBO/NGO text	T3SN, KMKZ	EMHP
	8.2.5.3	Edited that pge.com can report on electric outages	DGV2	

Revision #	Sections Affected	Changes	Author	Feedback From
	8.2.5.5	Added Communications with the Financial Investment Community	T3SN	M7MP, MCNA
	10.1.1.1, 10.1.1.2, 10.1.2	Edited ICS Courses, Annual Training and Exercise information	CRSV, T3SN	CBR6
	Appendix B	Updated EOC Organization Chart	ILS1	
	Appendix C and subsections	Updated PG&E's Planning "P," meetings, and agendas; ICS training information	T3SN	EMHP, CBR6
	Appendix D and subsections	Added sample EOC meeting and report schedules; link to checklists, contacts, and agendas	T3SN	EMHP, CRSV

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Change Request Form – Company Emergency Response Plan (CERP)

SUBMISSION INFORMATION

Submitted By: _____ Title: _____

LAN ID: _____ Phone: _____

What is the best way to contact you regarding your change request? ☐ Email ☐ Telephone

Has this submission been reviewed by a departmental Subject Matter Expert (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.

SME Name: _____ Title/LAN ID: _____

CERP REFERENCE INFORMATION

Indicate type of proposed revision:

- ☐ Change
☐ Addition
☐ Deletion

Related Section of the CERP:

- ☐ 1 – Introduction ☐ 2 – Company Overview ☐ 3 – Hazard Overview and Planning Assumptions
☐ 4 – Incident Management Concepts and Guidelines ☐ 5 – Emergency Organization and Responsibilities
☐ 6 – Concept of Operations ☐ 7 – Resource Management and Mutual Assistance ☐ 8 – Emergency Financial Considerations
☐ 9 – Training, Exercises, and After Action Reports ☐ Appendix A: Glossary and Acronyms
☐ Appendix B: Emergency Operations Center ☐ Appendix C: Incident Command System ☐ Appendix D: Job Aids
☐ Appendix E: List of Functional Annexes ☐ Appendix F: List of Hazard-Specific Annexes
☐ Other (specify) _____

Reason for change:

- ☐ Correction needed
☐ New information available/needed
☐ Existing information obsolete

☐ Other (please specify): _____

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

Thank you for your feedback! It will be used to improve PG&E's emergency preparedness and response.

Please scan and email this form to EPRCERP@pge.com or call Tessa Burns, BC & Emergency Management Specialist, Expert, Emergency Preparedness and Response, at 415-973-4685 for further submission options.

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Revision Immediacy Type:

- ☐ **Immediate (within 60 days)** – Changes that impact the organizational structure, plan role accountability, critical emergency response operations, or response activities at key facilities.
- ☐ **Annual Revision Cycle** – Changes that do not meet the criteria for a 60-day revision, but instead will occur during the annual revision and publication of July 1. Must be submitted by April 30 to effect change by publication date.

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

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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 a safe, efficient, and coordinated response to an emergency incident affecting gas or electric systems. For purposes of this Plan, emergency incidents include, but are not limited to generation, distribution, storage and/or transmission systems in the PG&E service territory.

The CERP provides a broad outline of PG&E’s organizational structure and describes the activities undertaken in response to emergency situations. The CERP presents a response structure with clear roles and responsibilities and identifies coordination efforts with outside organizations (government, media, other gas and electric utilities, essential community services, vendors, public agencies, first responders, and contractors).

1.2 Scope

The CERP is an “all-hazards” plan, and PG&E maintains an all-hazards approach that takes advantage of common response capabilities to any kind of emergency, while allowing for the special needs and processes particular to each PG&E commodity. For purposes of the CERP, emergencies include any natural or man-made disasters (e.g., fires, floods, storms, earthquakes, terrorist incidents) that threaten loss of life and property to the public and PG&E, or that require immediate action to protect or restore service or critical business functions. Actions described in the CERP apply to both incidents in the course of business and “major incidents.” A “major incident” is defined as an emergency that:

- Affects or threatens service in a significant part of the company’s service territory
- Affects or threatens service to a significant percentage of PG&E’s customers
- Requires system-wide coordination, including significant involvement by various lines of business and other support departments

1.3 Vision and Guiding Principles

PG&E is committed to the safe and reliable delivery of gas and electricity to our customers every day. The safety of our customers and employees is always our top priority. We constantly work to safeguard our gas and electric systems to minimize the risk of service interruptions. When conditions permit, crews work as quickly and as safely as possible to restore service to our customers.

1.4 Document Organization and Resources

The CERP is comprised of a base plan and annexes. Each annex provides further detail on processes and actions employed to respond to emergencies by individual functional groups, such as Logistics, Corporate Communications, Gas, and Electric.

As a whole, the Plan follows a logical flow from general emergency response concepts and guidelines to specific emergency management organizational structure, roles, responsibilities, and processes. When appropriate, the Plan also references supporting procedures and other response materials.

The following sections provide more information on the CERP base plan and annexes. See Figure 1.1 for a graphical representation of this information.

1.4.1 CERP Base Plan

The CERP base plan includes:

- **Section 1, Introduction**, contains the Plan's purpose, scope, legal authorities, plan maintenance information, and a reference to the policy governing our emergency planning and response.
- **Section 2, Company Overview**, which provides an overview of PG&E, its service territory, and its customers.
- **Section 3, Risk/Hazard Overview and Planning Assumptions**, which provides an overview of how PG&E identifies risks and hazards, and assumptions used in planning PG&E's response to emergencies.
- **Section 4, Incident Management Concepts and Guidelines**, which provides an overview of incident management concepts and guidelines, including high-level information on the Incident Command System (ICS), the National Incident Management System (NIMS), and the Standardized Emergency Management System (SEMS).
- **Section 5, Emergency Organization and Responsibilities**, which provides an overview of the Emergency Management Organization (EMO), and includes responsibilities of the various teams that assemble during an emergency response. Also included are an overview of the centers that open during an emergency, information on the staffing of those centers, and key external relationships established by PG&E with federal, state, and local emergency entities.
- **Section 6, Concept of Operations**, which provides an overview of Plan activation criteria, and a high-level sequence of events and actions undertaken by emergency responders.
- **Section 7, Resource Management and Mutual Assistance**, which includes an overview of common elements across the company for resource management, as well as PG&E's mutual assistance strategy.
- **Section 8, Coordination and Communication**, which includes information on internal and external communication and coordination process, responsibilities and reporting.
- **Section 9, Emergency Financial Considerations**, which includes general information regarding cost recovery strategies for emergencies.
- **Section 10, Training and Exercises**, which includes information on how PG&E trains for emergencies, the plan for exercising emergency plans and procedures, and how the company prepares After Action Reports (AARs), including plans to ensure continuous improvement.
- **Appendices**, which include reference information such as a glossary of common terms and acronyms, an Emergency Operations Center (EOC) organization chart showing sections and positions, more information on ICS and the Planning "P," and other information relevant to the company's emergency planning and response.

1.4.2 CERP Annexes

Annexes to the CERP contain detailed planning and resource information on how various operational groups at PG&E respond during an emergency. Annexes will be either functional or hazard-specific. Each annex contains roles and responsibilities of leadership, emergency team members, and emergency response personnel; explanations of the process and procedures followed; and supporting tools and reference information such as checklists, forms, and templates. Where appropriate, an annex includes references to the CERP, other annexes, or specific procedures.

CERP functional annexes include:

- Electric
- Gas
- Power Generation
- Human Resources (HR)
- Logistics
- Emergency Communications Plan
- Workforce Management / Contact Center Operations (WFM/CCO)
- Information Technology (IT)/Communications
- Business Continuity

These individual plans are reviewed annually and include information on:

- The role of the line of business or support organization's emergency preparedness group, emergency organization, and emergency facilities
- A concept of operations section, which includes the line of business or support organization's emergency plan activation triggers, activation process, notifications, and response processes (pre-incident, assessment and restoration, and resource management)
- The line of business or support organization's emergency coordination and communication methods and procedures
- Information on training and exercises specific to the line of business or support organization
- Information on after-action reporting, emergency incident logs, and records
- Contact and notification lists
- Additional tools, job aids, training aids, and checklists used by the line of business or support organization

CERP hazard-specific annexes are still being planned for future development and may include:

- Earthquake
- Cybersecurity
- Infectious disease/pandemic
- Tsunami
- Wildfire

- Physical threat
- Capacity shortfall
- Nuclear

PG&E's Emergency Response Plan and Supporting Documents

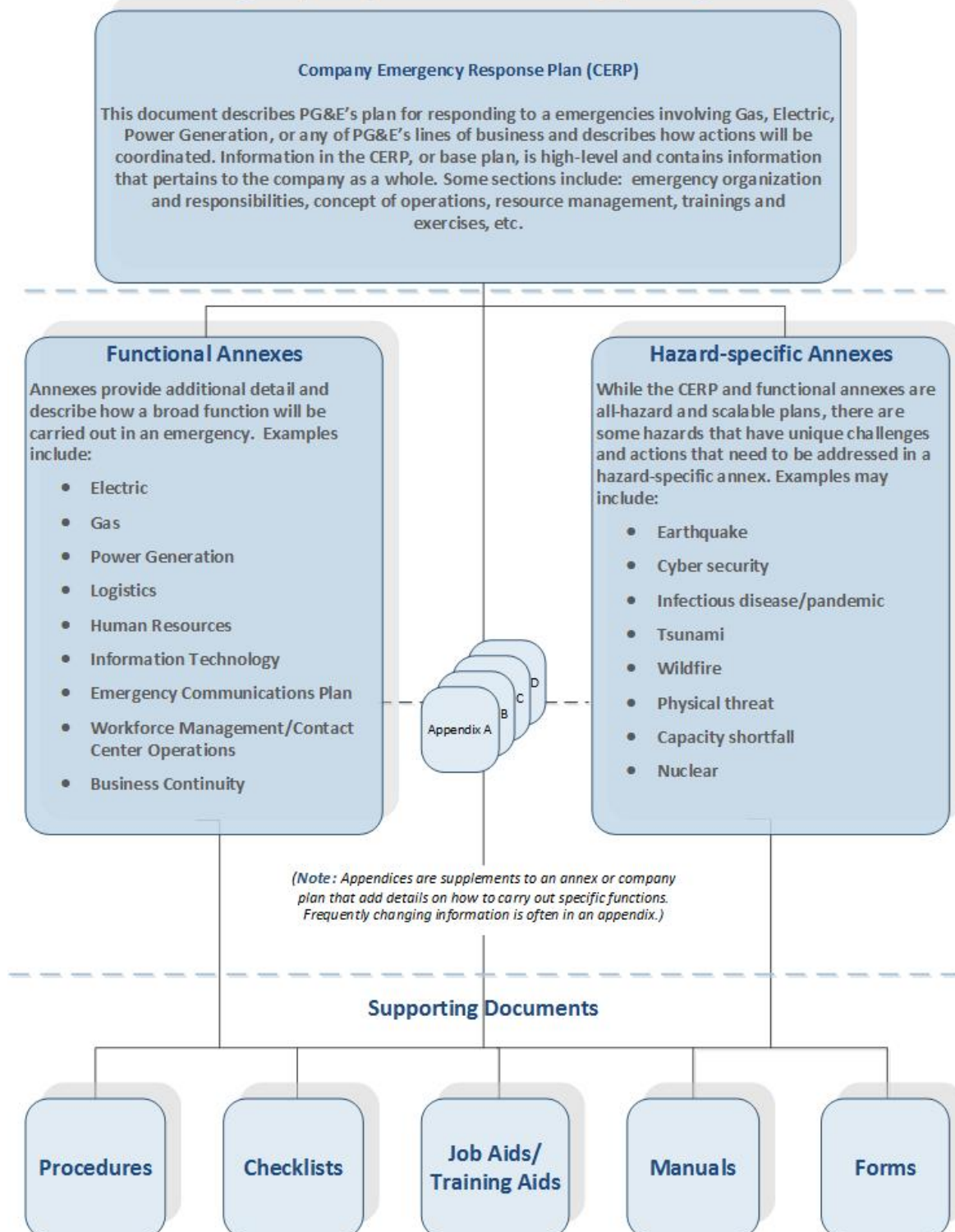


Figure 1.1 CERP Organization

1.5 Emergency Management and Preparedness Groups

This section outlines the emergency management organizational structure implemented by PG&E for emergency preparedness and response.

1.5.1 Emergency Preparedness and Response (EP&R)

The Emergency Preparedness and Response (EP&R) organization is an overarching organization that leads initiatives focused on enhancing emergency preparedness and response company-wide. EP&R uses industry best practices, real-life lessons learned, and incorporates the principles and guidance of NIMS to improve emergency response as appropriate.

EP&R staff is responsible for:

- Corporate emergency program strategy development
- Corporate emergency preparedness and response policies, standards and procedures
- Annual updates to the CERP, and providing support to the lines of business (LoBs) for development of their functional annexes to the CERP
- Ensuring top enterprise risks have been identified and integrated into corresponding company response plans
- Incident command in a Level 4 or 5 emergency incident, or any incident level, as necessary, with the full support from the LoBs
- Organization and execution of the annual company exercises and LoB-specific exercises
- Ensuring exercise and CERP training is developed, delivered and tracked
- Organizational structure and alignment, consistent with and in support of the LoBs
- Facilitating business continuity through planning, oversight, and leadership
- Public partnership, strategy and relationship building
- Sponsorship of corporate external emergency preparedness events
- Maintaining the physical structure of the EOC, including displays of, and access to, technologies and systems used to provide situational awareness
- Continuous improvement planning and implementation

1.5.1.1 Business Continuity Planning

In addition to the CERP base plan and its annexes, EP&R oversees the development of business continuity plans (BCPs) that describe how PG&E will continue essential business operations in the event of a disruption to facilities, technology, or personnel.

PG&E's Business Continuity Program facilitates lines of business to develop business processes that support continuity of service to customers and that are able to withstand loss of facilities, interruption of technology, or unplanned reduction of personnel. BCPs are reviewed and updated annually, and are coordinated with IT Disaster Recovery Plans (DRPs) and critical facility plans maintained by PG&E's Corporate Real Estate (CRE) department.

1.5.1.2 Emergency Management Advancement Program (EMAP)

EMAP focuses on strengthening PG&E's preparedness and response to large emergencies and catastrophic incidents. EMAP was launched in 2013 with the understanding that major incidents are occurring more frequently around the world, and the communities PG&E serves have increasing expectations when it comes to safety, reliability, and service. EMAP is focused on ensuring that PG&E has the necessary tools, people, and processes in place *before* a large disaster strikes. Working with PG&E emergency management and line of business experts, the EMAP team is reviewing and developing response processes that are scalable to any hazard, and that focus on restoring gas and electric service as soon as possible, along with other key organizations and functions.

EMAP also works with internal and external subject matter experts (SMEs) to assist in the development of new technologies in the areas of damage modeling, earthquake early warning systems, and identification and prioritization of natural and man-made hazards and risks.

1.5.2 Gas System Operations Emergency Preparedness

The Gas Emergency Planning Team in Gas, under the leadership of the senior director of Gas System Operations, is responsible for Gas Emergency Response Plan (GERP) maintenance, annual GERP training and exercises, and support of emergency incidents.

The Gas Emergency Planning Team assists Gas with emergency planning, preparedness, and response. Major functions include training internal first responders, exercising the GERP/Gas Annex to this CERP, and management of overall business continuity/disaster recovery for Gas. Emergency Preparedness Coordinators (EPCs) are assigned to individual territories to assist in annual GERP training and field exercises, respond to activated emergency centers and support the IC in using ICS, and facilitate the After Action Reporting process for incidents and exercises.

More information about the Gas Emergency Planning Team can be found on the [Gas Emergency Planning and Public Awareness](#) intranet site.

1.5.3 Electric Emergency Management and Public Safety

The Electric Distribution Operations Emergency Management and Public Safety (EDO EM) department strives to provide safe, efficient, and affordable electric service to our customers by rapidly supporting the recovery of our electric infrastructure and our communities.

To support the recovery of our communities, EDO EM works with the lines of business and other leaders across Electric to develop and recommend a strategic direction for electric emergency preparedness, emergency response, and public partnerships. The team is involved in the implementation of emergency plans and processes, training, emergency exercises and drills, communication, and incident management. EDO EM also serves as a liaison with public safety agencies during emergencies.

The Electric Annex, as part of the CERP, must meet the requirements of G.O. 166, as mentioned in [Section 1.8](#). The team helps ensure compliance with company and regulatory safety policies and practices, as well as continually identifying and promoting continuous improvement opportunities.

EDO EM:

- 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
- Conducts training and exercises to ensure the readiness of Regional Emergency Center (REC) and Operations Emergency Center (OEC) personnel
- Conducts training and exercises on Electric emergency plans
- Trains and coordinates emergency activities with public safety agencies
- Conducts performance monitoring of key operations and reliability metrics
- Submits an annual filing to CPUC for G.O. 166
- Manages the Automated Roster Callout System (ARCOS), an automated callout and scheduling system that PG&E uses to assemble and track first responders and repair crews

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

1.5.4 Diablo Canyon Power Plant (DCPP) Emergency Preparedness Program

The site vice president has responsibility for overall emergency preparedness at DCPP.

The duties of managing the preparedness program, emergency responder training and updating of the station's emergency plan and associated procedures are delegated to the Emergency Planning manager. The Emergency Planning manager is also assigned the responsibility of coordinating emergency preparedness integration with local, state and federal government agencies and the PG&E corporate emergency preparedness and response organization.

DCPP Emergency Planning department implements the program and ensures a highly trained emergency response organization is ready to respond. The Emergency Planning staff also prepares detailed emergency plans, procedures and maintains emergency response facilities, equipment, and resources within strict federal regulations that govern the program.

Refer to <http://pgeweb/energysupply/dc/ep/Pages/default.aspx> for more information about DCPP Emergency Planning.

1.6 Plan Maintenance

The vice president of Electric Distribution owns this CERP and Plan maintenance is delegated to the EP&R department.

This document is prepared by EP&R with the assistance of representatives including, but not limited to, Electric, Gas, Law, Corporate Affairs, Regulatory Affairs, Customer Care, Energy Supply, Information Technology, Human Resources, Shared Services, and Finance.

The CERP is published annually on July 1. Each year, the published version of the CERP is available in the [Guidance Document Library](#) (GDL).

Annually, owners of the individual line of business annexes to the CERP are asked to update their annex and relative portions of the CERP. Functional annexes to the CERP are published annually on October 1.

1.7 Plan Training and Exercises

PG&E trains its internal emergency responders to know and understand the CERP. Internal training is implemented through specialized training classes and practical exercises.

Detailed training requirements for PG&E employees are found via a [link](#) to the utility standard on plan writing, training and exercising.

PG&E's internal training and exercise program is a multi-year program that addresses ICS and specific procedure training and exercises. For more information on this program, see [Section 10](#) of this Plan.

1.8 Regulations and Authorities

The CERP, including the base plan and its annexes, is reviewed and updated annually in accordance with the California Public Utilities Commission (CPUC) G.O. 166 Standards for Operation, Reliability, and Safety During Emergencies and Disasters (applies to all electric utilities subject to the jurisdiction of the CPUC). All revisions to the CERP are captured under a separate document and in the G.O. 166 filing package to the CPUC. EP&R is responsible for preparing and maintaining the CERP and works with the Electric Distribution Emergency Management and Performance Department to complete the G.O. 166 filing.

The CERP is also reviewed and updated in accordance with CPUC G.O. 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. This section 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)."

Sections of this Plan containing confidential or sensitive information are filed under seal with the CPUC and are required to be redacted from the versions of this Plan that may be made available to the public.

1.9 EMER-01 Emergency Preparedness and Response Policy

PG&E's EMER-01 Emergency Preparedness and Response Policy (effective date 01/04/2016) states:

- It is the policy of Pacific Gas and Electric Company (PG&E) to do the following:
- 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) principles.

The policy also details the responsibilities of EP&R, as stated in [Section 1.5.1](#), and each line of business for emergency planning, trainings, and exercises.

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2 Company Overview

2.1 Territory

Pacific Gas and Electric Company (PG&E), incorporated in California in 1905, is one of the largest dual commodity natural gas and electric utilities in the United States. Headquartered in San Francisco, California, the company is a subsidiary of PG&E Corporation. With approximately 21,000 employees, the company delivers some of the nation's cleanest energy to 5.6 million electric and 4.7 million gas customers, and serves a population of 16 million people in Northern and Central California.

2.1.1 Service Area

PG&E provides natural gas and electric service across a 70,000-square-mile service area that stretches from Eureka in the north to Bakersfield in the south, and from the Pacific Ocean in the west to the Sierra Nevada in the east. The utility's electricity distribution network extends through 47 of California's 58 counties, comprising most of Northern and Central California. The company owns and operates an integrated natural gas transportation, storage, and distribution system in California that extends throughout all or part of 40 of California's 58 counties and includes most of northern and central California.

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

For Electric, PG&E has divided its territory into four regions. The regions provide a structure to help divide the large service area into more manageable pieces. Each region has authority to move personnel and equipment within its boundaries to address and support its needs. Each region is divided into divisions. There are 19 divisions throughout PG&E's system. The divisions provide smaller, more focused service areas. Each division has authority to move personnel and equipment within its boundaries to address and support its needs. Each division is broken down into districts. Districts are the most discrete level of management at PG&E. There are 55 districts throughout PG&E's system. Each district has authority to move personnel and equipment within its boundaries to address and support field needs. (Refer to [Figure 2.1](#).)

For Gas, PG&E has divided its territory into two distribution regions, North and South. Regions provide a management structure over 19 Gas Distribution Divisions. Six transmission areas provide oversight to 11 districts. Each Gas region has the authority to move resources—personnel, equipment and materials—within its boundaries to support its needs. Each division can move resources within its boundaries to address and support division needs. Resources can be moved across divisions and regions as required for incident response. (Refer to [Figure 2.4](#) and [Figure 2.5](#).)

[Figure 2.1](#) through [Figure 2.5](#) illustrate PG&E's regions, divisions, areas, and districts for its Gas and Electric operations, as well as PG&E's generation system and the Emergency Planning Zone for PG&E's Diablo Canyon Power Plant (DCPP).

Electric Transmission and Distribution

Northern Region Service Planning and Maintenance	Humboldt
	North Valley
	Sonoma
	Sacramento/Sierra
	CSD SO/HU/NV
	CSD SA/SI
Bay Area Region Service Planning and Maintenance	San Francisco
	East Bay
	Diablo
	North Bay
	Resource Principal
	Elec Prog Mgr
	CSD SF/NB
	CSD DI/EB
Central Coast Region Service Planning and Maintenance	San Jose/De Anza
	Mission
	Peninsula
	Central Coast
	Los Padres
	Resource Principal
	CSD CC/LP/MI
	CSD DA/PN/SJ
Central Valley Region Service Planning and Maintenance	Stockton
	Yosemite
	Fresno
	Kern
	Resource Principal
	CSD ST/YO
	CSD FR/KE
Restoration Field Operations	Bay Area Region
	Central Coast Region
	Northern Region
	Central Valley Region
	Centralized Electric Dispatch
	Power Quality



Systems Operations and Control
Rocklin DCC
Fresno DCC
Concord DCC

Transmission Business Operations

Transmission Portfolio Management
Work Methods & Procedures
Contract Management
Compliance & Quality

Transmission Line

T-Line Maint & Construction – North
T-Line Maint & Construction – Central
T-Line Maint & Construction – South
Work & Resource Management

Substation

Bay Area
North Coast
North Valley
South Valley
Central Coast
Substation Construction Inspections
Work Management

Integrated Service Delivery

Bay Area
Northern
Central Coast
Central Valley
Contract Management

Electric Distribution Business Operations

Work Management
Process Excellence
Quality Assurance
Performance Management
Business Strategy

April 2016

Figure 2.1 Electric Transmission and Distribution

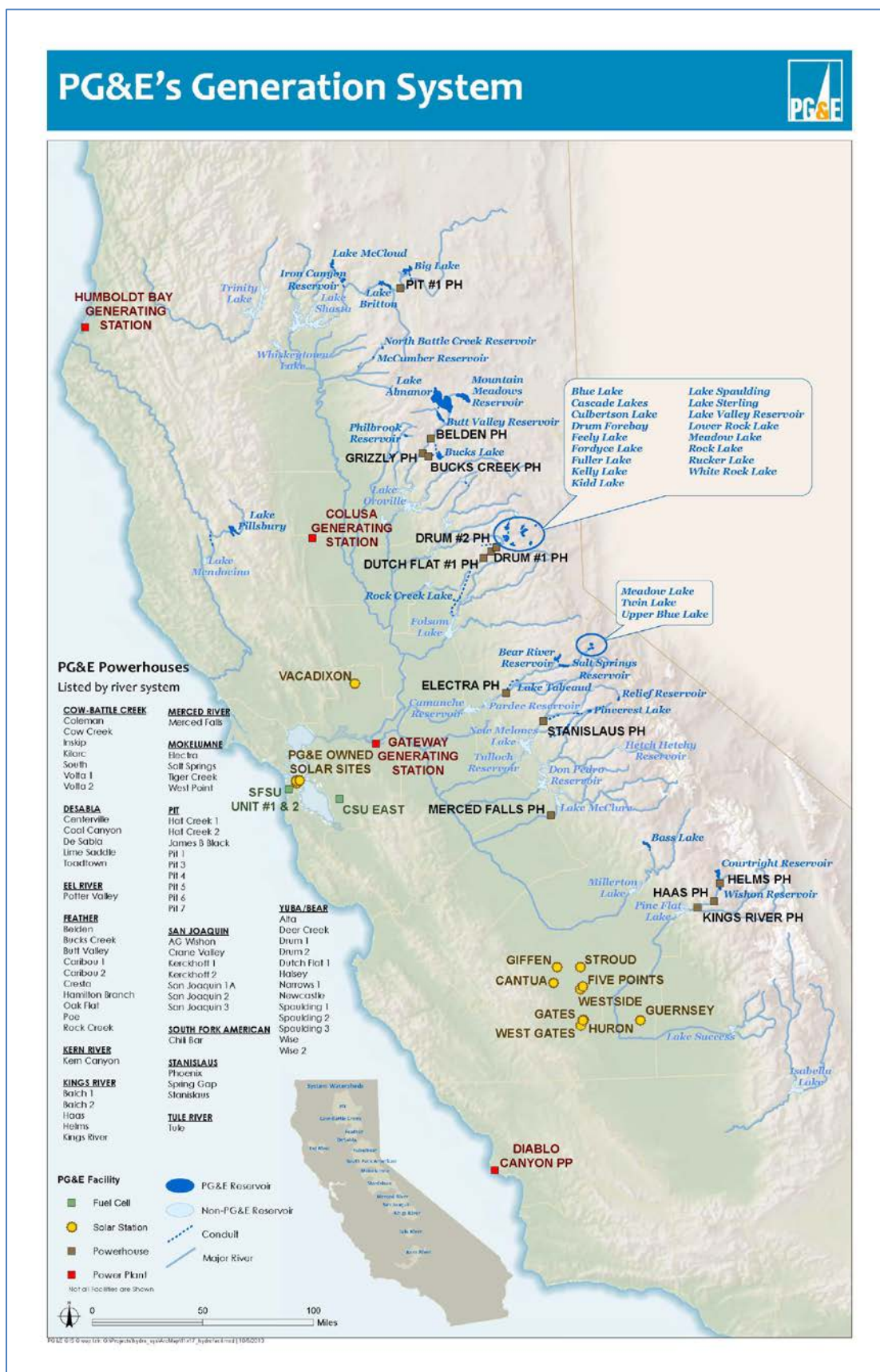


Figure 2.2 PG&E's Generation System

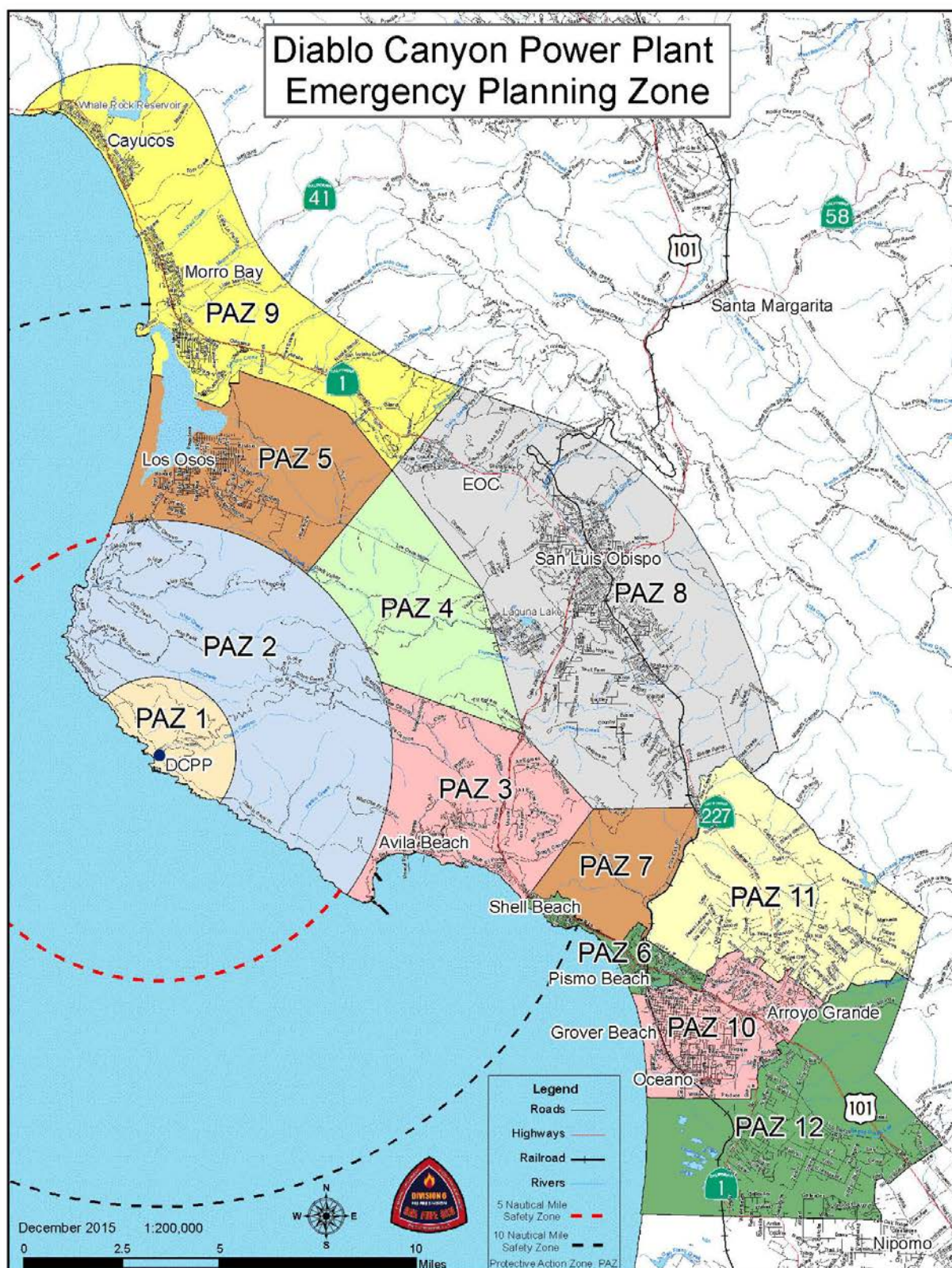


Figure 2.3 DCPP Emergency Planning Zone

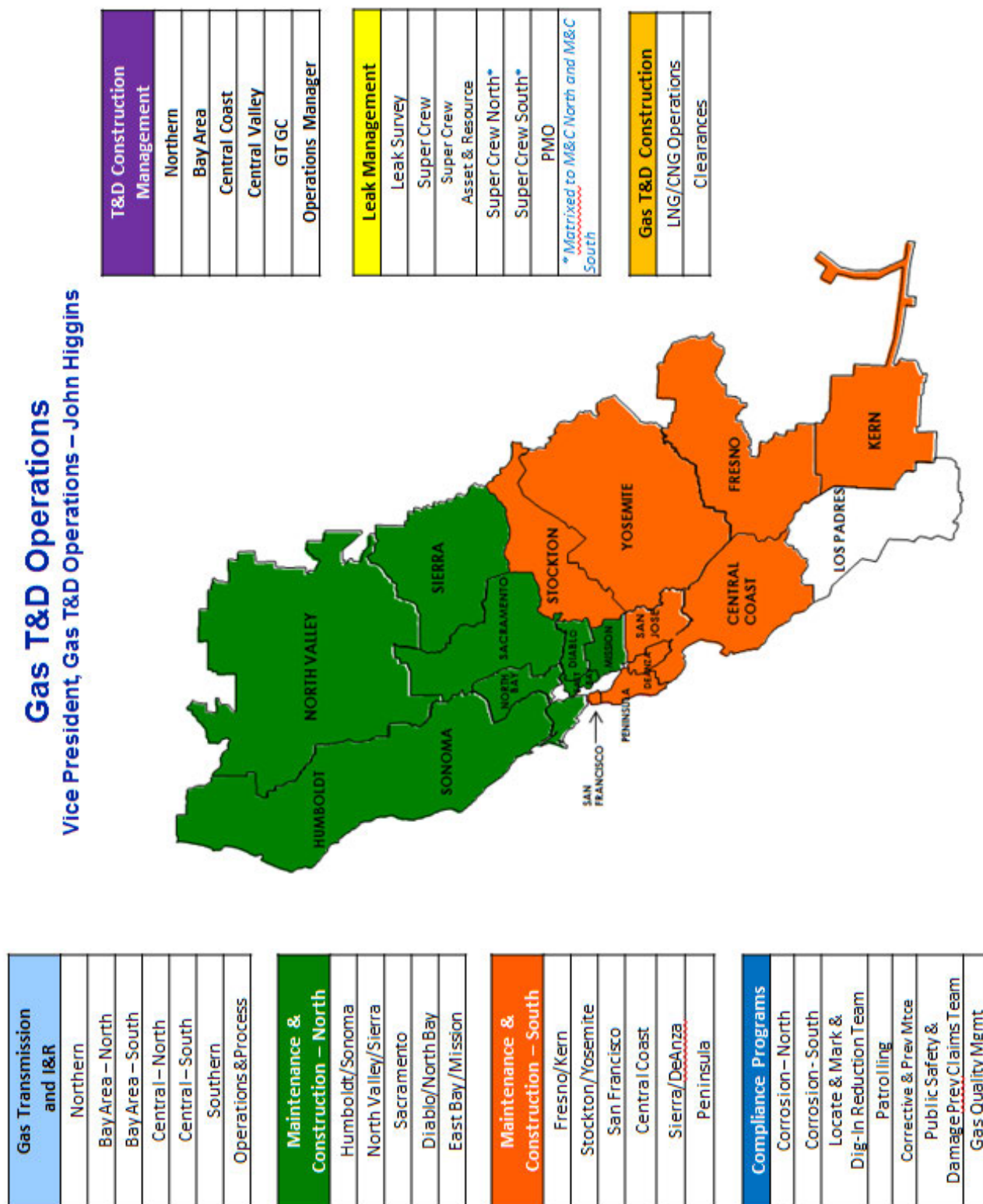


Figure 2.4 Gas Transmission and Distribution (GT&D) Operations and Construction

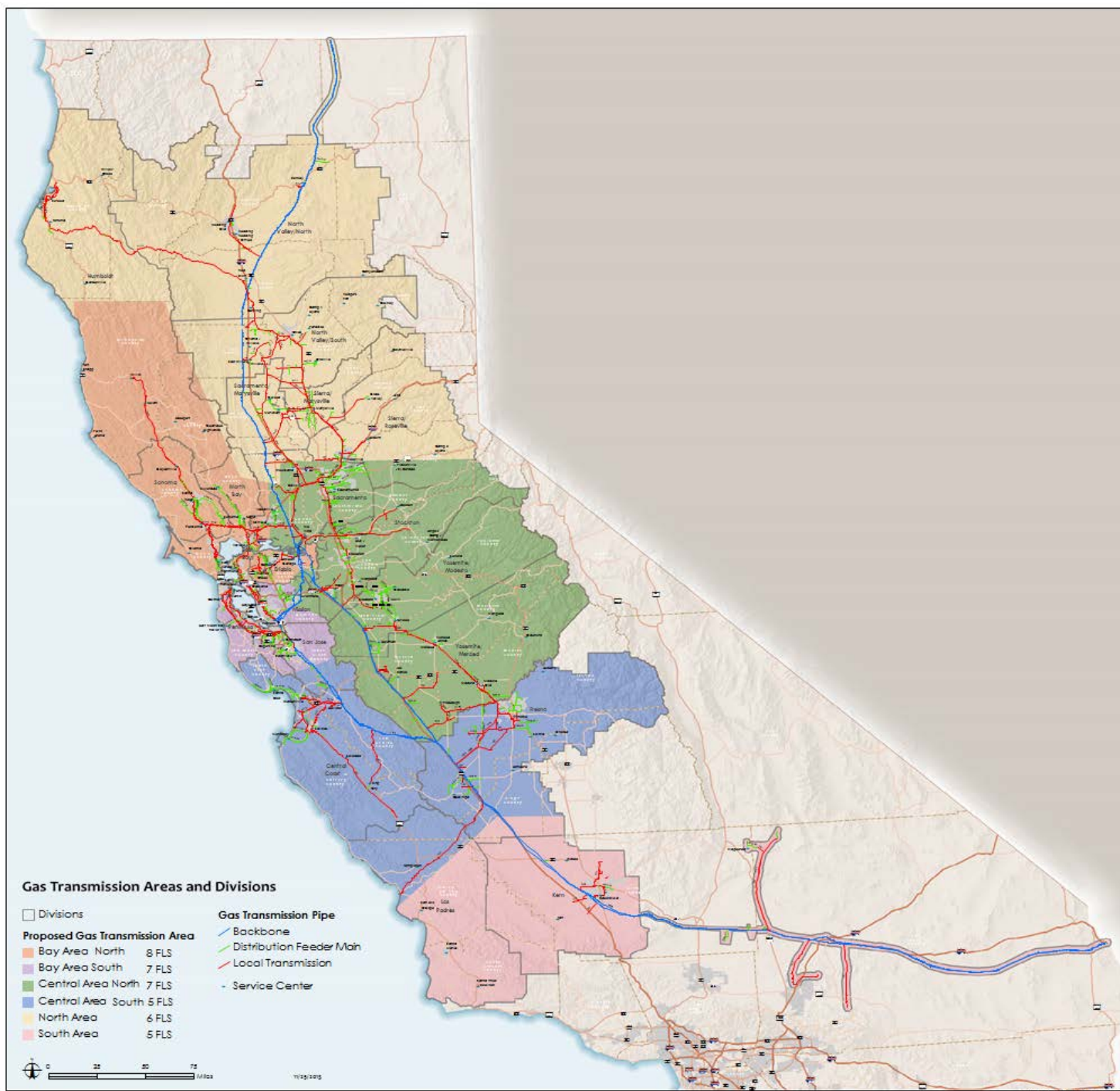


Figure 2.5 Gas Transmission System

2.2 Customers

As of March 2015, PG&E serves approximately 5.6 million electric distribution customers and 4.7 million natural gas distribution customers. (Refer to [Table 2.2.1](#).)

Table 2.2.1 Electric and Gas Customers

Electric Distribution Customers	March 2015
Residential	4,945,675
Commercial	569,716
Industrial	1,431
Agricultural	91,458
Public street and highway lighting	34,741
Total	5,643,021

Natural Gas Customers	March 2015
Residential	4,431,788
Commercial	244,465
Industrial	2,079
Total	4,678,332

2.2.1 Essential Use Customers

Depending on the status of back up generation at the customer's facility, non-residential customers who provide certain essential public health, safety, and security services are considered Essential Use customers. These customers are exempt from rotating outages ordered by the California Independent System Operator (CAISO) when there is an insufficient supply of electricity, and are considered for priority restoration during a large-scale outage.

Essential customers fall into one or more of the following categories:

- Government and other agencies providing essential fire, police, and prison services
- Government agencies essential to the national defense
- Hospitals and skilled nursing facilities
- Communication utilities as they relate to public health, welfare, and security, including telephone utilities
- Navigation communication, traffic control, and landing and departure facilities for commercial air and sea operations
- Electric utility facilities and supporting fuel and fuel transportation services critical to the continuity of electric power system operation
- Radio and television broadcasting stations used for broadcasting emergency messages, instructions, and other public information related to the electric curtailment emergency

- Water and sewage treatment utilities, when their services are required for emergency response, such as firefighting
- Certain rail transit systems necessary to protect public safety
- Customers served at certain transmission voltages
- Other customers, as defined by the CPUC, that are necessary to protect health and safety, as well as petroleum refineries, ancillary facilities, and other facilities in the critical fuels chain of production

2.2.2 Critical Customers

Depending on the impact of electrical outages on some non-residential customers, the Energy Solutions and Services department has identified certain customers as being critical. These customers are considered for priority restoration and communications during an unplanned outage. These are generally high-impact or high-profile customers.

High-impact customers may experience significant loss (e.g., revenue, data, physical damage, etc.) in the event they experience a sustained outage. They can include facilities such as manufacturing, food refrigeration, data centers, distribution centers, call centers, biotech, 24-hour operations, hospitals, food processing, research facilities, hospitality, medical office buildings, universities and higher education institutions, nurseries, and prisons.

High-profile customers attract public scrutiny in the event they experience a sustained outage and may include tourist attractions, arenas, and major community, town, or city facilities.

In addition, PG&E Government Relations meets with county government partners to secure their most important customers. This ordered list will be used to prioritize assessment and restoration during a catastrophic event.

2.2.3 Core Customers – Gas

The CPUC divides the utility's on-system natural gas customers into two categories for the purposes of determining service reliability—core and non-core customers. Core customers are mainly residential and small commercial accounts. Non-core customers are industrial, large commercial and electric generation facilities.

PG&E provides natural gas transportation services to all core and non-core customers. Core customers can purchase natural gas either from PG&E or from alternate energy service providers. When PG&E provides both transportation and procurement services, it refers to the combined services as “bundled” natural gas service.

PG&E offers gas transmission, gas delivery, and gas storage services as separate and distinct services to its non-core customers. Access to PG&E's gas transmission system is available for all natural gas marketers and shippers, as well as non-core customers.

2.3 Company Organization

2.3.1 Facilities

PG&E owns or leases facilities to support day-to-day company operations. These real estate assets include office buildings, service centers, shops, warehouses, construction and equipment yards, vehicle maintenance garages, customer offices, contact centers, data centers, and meeting and training facilities.

PG&E's Corporate Real Estate Strategy and Services (CRESS) department manages the company's common facilities, which represent approximately 6.9 million square feet of office and support space in hundreds of buildings throughout PG&E's service area. Included in this total are:

- The 1.5 million square foot company headquarters in San Francisco, known as the General Office (GO)
- 96 multi-building service centers
- Gas in San Ramon at the Bishop Ranch office complex
- Customer contact centers in Fresno, Sacramento, San Jose, and Stockton
- West Sacramento bill processing center
- Fairfield, Rancho Cordova, and GO data centers
- Vacaville Grid Control Center (VGCC)
- Materials distribution centers in Fremont, Fresno, and Marysville
- Numerous construction yards
- 75 local customer offices
- Office buildings in Concord, Fresno, Oakland, Sacramento, San Jose, San Ramon, and Santa Rosa
- Training and conference facilities in Livermore, San Francisco, San Ramon, and Stockton

In addition, the Diablo Canyon Power Plant (DCPP) Emergency Plan describes on-site and off-site facilities intended for use as emergency management centers. These facilities include:

- **Control Room** – Serves as DCPP's station headquarters for coordination of initial on-site response activities and for off-site notifications and communications until other emergency response facilities are activated. The Control Room is designed to be habitable throughout the course of a plant incident.
- **Technical Support Center** – Located in close proximity to the Control Room and serves as the headquarters for on-site Emergency Response Organization personnel throughout an emergency. This center is also designed to be habitable throughout the course of a plant incident.
- **Emergency Operations Facility** – Co-located with San Luis Obispo County Emergency Operations Center, approximately 11 miles northeast of DCPP. This facility acts as the interface between PG&E, local, state, and federal government agencies during incidents affecting the plant. This facility provides overall direction of the recovery effort for DCPP response personnel for a declared emergency at the station.

2.3.2 Functional Areas

As stated in [Section 2, Company Overview](#), PG&E is a subsidiary of PG&E Corporation (the holding company). PG&E Corporation functions include Human Resources, Corporate Affairs, General Counsel, and Finance. These functions have corresponding departments within the utility. In addition, PG&E is broadly organized into functional areas reporting to two utility presidents covering gas and electric services.

Electric

- **Customer Care** – Responsible for operation of the contact centers, dispatch of field personnel, the billing process from meter to payment (including management of PG&E's bill processing and payment center), all local offices, customer relations, and energy efficiency programs
- **Power Generation** – Responsible for non-nuclear power generation (hydro, fossil, solar, and fuel cells), and nuclear power generation.
- **Electric Transmission and Distribution** – Responsible for operation of the electric transmission and distribution systems and dispatch of Electric personnel.
- **Energy Policy and Procurement** – Responsible for energy related policy and the procurement of gas and electricity.
- **Electric Business & Performance Management** – Responsible for the management of performance and business operations in the Electric line of business.
- **Electric Strategy and Asset Management** – Responsible for overall strategy of the Electric line of business and management of assets.

Gas

- **Gas Operations** – Responsible for operation of the gas transmission and distribution system and dispatch of Gas field personnel
- **Gas Business and Performance Management** – Responsible for the management of performance and business operations in the Gas line of business.
- **Enterprise Programs** – Responsible for information governance and the corrective action program.
- **Information Technology** – Responsible for managing PG&E's technology resources, including network infrastructure, telecommunications, data centers, core technology services and applications, security, and internal user technology assets
- **Gas Regulatory Strategy** – Responsible for managing the development and approval of regulatory filings and policy
- **Safety and Shared Services** – Responsible for providing internal services, including health, environment, and safety management; supply chain; transportation services; environmental services; Corporate Real Estate (CRE); and other support services

2.3.2.1 Electric

PG&E owns approximately 18,559 circuit miles of interconnected transmission lines operated at voltages of 500 kilovolt (kV) to 60 kV. The transmission system is interconnected with electric power systems throughout the 14 western states; Alberta and British Columbia, Canada; and parts of

Mexico. The transmission system includes 91 transmission substations and 57 transmission-switching stations.

Electric Transmission Operations is functionally managed at two control centers—one in Vacaville and one in San Francisco. The VGCC in Vacaville is the single point of contact for transmission and distribution (T&D) operations with the CAISO, and manages the real-time operation of the PG&E Transmission System. The Transmission Operations Center (TOC) in San Francisco performs contingency studies, next-day analysis, and handles all telecom clearances, as well as maintains full functionality as the backup facility for the VGCC.

The transmission system connects to the distribution system substations from which electricity is distributed to individual customers through step-down transformers. PG&E owns approximately 141,686 circuit miles of distribution lines in 47 of California's 58 counties, covering most of northern and central California. Approximately 80 percent of these lines are overhead, and 20 percent are below ground. The distribution network includes 745 distribution substations.

Electric distribution system operations are functionally managed at three distribution control centers, with coordination through the VGCC for communication with the CAISO.

2.3.2.1.1 Energy Supply

PG&E owns and operates the following electric generation facilities, all located in California:

- A **hydroelectric system**, consisting of 107 generating units at 67 powerhouses, with a total generating capacity of 3,889 megawatts (MW). The hydroelectric system includes 98 reservoirs, 53 diversions, 170 dams, 172 miles of canals, 43 miles of flumes, 132 miles of tunnels, and four miles of natural waterways.

Figure 2.2 shows the PG&E Generation System. Additional detail for each hydro area may be found at the following links:

- [Drum Spaulding Map](#)
- [Feather River Map](#)
- [Kings-Crane Map](#)
- [Motherlode Map](#)
- [Potter Valley Map](#)
- [Shasta Map](#)
- **Fossil generation facilities** located in Maxwell, Eureka, and Antioch; **fuel cell sites** in the Bay Area; and **solar photovoltaic facilities** throughout the service territory, with a total generating capacity of approximately 1555 MW.

2.3.2.1.2 Diablo Canyon Power Plant (DCPP)

PG&E owns and operates a nuclear power plant, with a total plant generation capacity of 2,240 MW. Diablo Canyon Power Plant sits on approximately 1,000 acres on the Pacific coast in San Luis Obispo County with its two Westinghouse Pressurized Water Reactor (PWR) units. The two units produce a total of 18,000 gigawatt-hours of electricity annually, and are surrounded by roughly 12,000 acres of land that is managed by PG&E.

2.3.2.2 Gas

Gas is broadly divided into Transmission, Storage, and Distribution operations. PG&E owns approximately 6,800 miles of transmission pipeline and 42,000 miles of distribution pipeline. The backbone pipelines transport gas from interconnections with interstate pipelines owned by third parties that feed natural gas from all of the major natural gas basins in western North America, including western Canada, the U.S. Southwest, and the Rocky Mountains.

Natural gas transmission lines feed the distribution system directly, but can also move gas into and out of PG&E's three underground natural gas storage fields, as well as to and from storage facilities operated by third parties. Gas also maintains Compressed Natural Gas (CNG)/Liquid Natural Gas (LNG) injection capabilities to support local transmission and distribution disruptions.

Gas operations are functionally managed from the Gas Operations Center in San Ramon. The Gas Operations Center is comprised of Gas Dispatch and Scheduling, the Gas Transmission Control Center (GTCC), and the Gas Distribution Control Center (GDCC). Each division and district has local engineering resources to coordinate with the Gas Operations Center in the event of an emergency.

3 Risk/Hazard Overview and Planning Assumptions

3.1 How PG&E Categorizes Risk

Enterprise Risk Management (ERM) has a process for identifying, responding, monitoring and mitigating risk to the company. That process includes:

- Risk identification and evaluation – the risk manager, risk owner and Enterprise and Operational Risk Management Principal work with SMEs to describe the risk, developing drivers and controls while including historical incident data, and root cause analysis into the identification and evaluation phase.
- Risk response – The risk manager and risk owner develop a risk response based on current residual risk and information from the identification and evaluation phase.
- Risk monitoring and review – The risk response is monitored to ensure that the risk response is meeting the goals and objectives of the plan.
- Risk Mitigation – The risk manager and risk owner review risk drivers, controls, and mitigations during the Identification and Evaluation Phase. A stakeholder group brainstorms additional activities to mitigate the risk either by reducing the impact of the risk or the likelihood of the risk occurring.

The Natural Hazard Asset Protection (NHAP) group looks at the natural hazards that PG&E is vulnerable to, and identifies ways that PG&E can mitigate the consequences of these natural hazards by improving technologies and processes. [Figure 3.1](#) outlines this identification process.

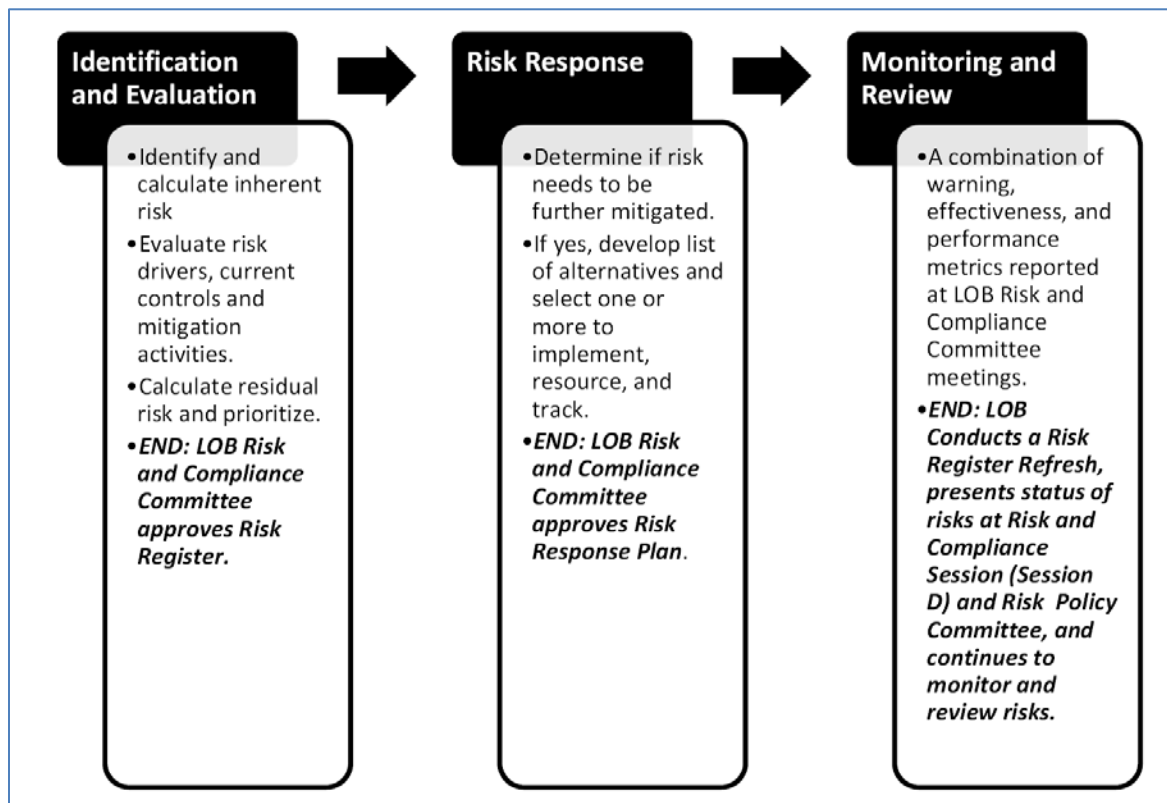


Figure 3.1 PG&E's Risk Identification Process

3.1.1 Risk Identification and Evaluation

Each line of business risk manager, in cooperation with Risk and Audit and SMEs, is responsible for completing a risk assessment that includes the following:

- Reviewing the strategic objectives of the line of business
- Reviewing the processes, people, assets, infrastructure, and technology that support those objectives
- Working with SMEs, industry experts and other sources to methodically identify and assess risks that would threaten the line of business' ability to deliver on those objectives

3.1.2 Risk Response

Risk response priority is based on current residual risk, coupled with the results of a risk portfolio analysis conducted by the Risk manager, and input from the line of business Risk and Compliance Committee.

Risk response strategies are described as follows:

- Avoid – Exiting the activities that give rise to the risk
- Reduce – Mitigation actions taken to reduce the impact and/or likelihood
- Transfer – Transferring or otherwise sharing the risk with another party or parties (e.g., insurance products, hedging, or outsourcing)
- Accept – Retaining the risk by informed decision

3.1.3 Risk Monitoring and Review

Once the Risk Response Plan is approved, the risk manager is responsible for using the Risk Monitoring and Review procedure to monitor and report progress in implementing the Risk Response Plan. For more details, refer to the [Utility Standard RISK-500IS Enterprise and Operational Risk Management Standard](#).

3.1.4 Risk Mitigation

Mitigation options are designed to directly address one or more of the primary risk drivers that are outlined during the identification and evaluation phase. Mitigation options focus on improvements to existing mitigations and on developing new mitigations and controls that address identified risk drivers. The mitigation options are then entered into the Risk Evaluation Tool (RET) to calculate the risk if the proposed mitigation were selected.

3.2 Planning Assumptions

PG&E recognizes that an emergency can be the result of any natural or man-made incident, including terrorism, and has the potential for casualties to the public served by the utility, as well as its employees.

The CERP is based on the following planning assumptions:

- Institutionalized emergency response processes can be used during most emergency incidents. Emergencies in the course of business (Level 1 and Level 2) are best handled at the local division level with the resources and capabilities within that division. Strategies that differ for a catastrophic incident, such as an earthquake, are identified as such.
- Resource movement between divisions does not need to be ordered through the EOC for a single incident that is easily handled within a given region.
- The EOC may be opened during a Level 3 single-commodity incident; Command and Control remains within the affected line of business.
- Level 4 or 5 incidents will have Command and Control established by EP&R at the EOC, Alternate EOC (AEOC), or a site designated by the IC.
- Emergency response practices will consider response time and estimated time of restoration (ETOR) when developing strategies and ordering resources.
- PG&E response practices should easily integrate with external first responders by incorporating compatible NIMS processes, when feasible.

3.2.1 Planning Assumptions for Catastrophic Emergencies

The CERP is also based on the following assumptions for catastrophic emergencies:

- Overwhelmed response capabilities may dictate the need for substantial mutual assistance.
- When requested, mutual assistance will be rendered through PG&E's mutual assistance agreements when PG&E exhausts or anticipates exhausting its resources, or whenever needed.
- Many employees may be personally affected by the incident, thereby diminishing workforce capabilities readily available on typical workdays.
- External first responders may be overwhelmed and not able to respond to our facilities when called. Some employees may need to receive first aid or other lifesaving measures by staff members at their work locations.
- The State of California Office of Emergency Services (OES) Regional Emergency Operations Center (REOC) in the affected region may be overwhelmed or inoperable, and State OES Liaisons may need to report to the State Operations Center (SOC).
- Transportation infrastructure such as roadways and bridges may be damaged, making access into or out of affected areas difficult.
- ETOR may be difficult to determine without initially being able to access critical sites.
- Scarce resources will need to be prioritized through the EOC.
- Extensive public, media, government, and regulatory interest across multiple regions, and at the state, national, and international level may exist.
- The potential for reputational risk to the company may exist, even when the catastrophe is from natural sources (i.e., an "act of God").

3.2.2 Emergency Scenarios

Plausible emergency scenarios are prepared by Geosciences in cooperation with the EP&R exercise design specialist. These can include earthquake scenarios, flooding inundation maps, and wildfire high-threat area maps.

To support planning, PG&E also uses major incident scenarios. While any number of scenarios could serve as the basis for developing the emergency response outlined in this Plan, PG&E uses catastrophic earthquake incidents that have the potential to impact the following 10 counties in the Bay Area significantly: 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 then tested in full-scale emergency exercises conducted by EP&R.

3.2.2.1.1 Damage Model Scenarios and Earthquake Annex

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 are example scenarios included in the damage model:

- Napa Earthquake, August 24, 2014 – Magnitude 6.0
- Hayward Fault – Magnitude 7.0
- Rodgers Creek Fault – Magnitude 7.2
- San Andreas Fault – Magnitude 7.9
- San Andreas Fault (Peninsula Segment) Earthquake – Magnitude 7.2
- Rodger's Creek Fault Earthquake – Magnitude 7.0

These scenarios represent incidents that may result in a significant impact to PG&E's service territory, and the assets contained within, and are helping to inform the development of the Earthquake Annex. (Estimated completion date: before the end of 2016.)

4 Incident Management Concepts and Guidelines

4.1 Company Emergency Management Practice

PG&E is committed to the safe and reliable delivery of gas and electricity to our customers every day. The safety of our customers and employees is always our top priority. We constantly work to improve our gas and electric systems to minimize the risk of service interruptions. When conditions are safe, crews work as safely and as effectively as possible to restore service to our customers.

PG&E works collaboratively with other utilities to identify best practices in emergency preparedness and response. For example, PG&E participates in trade association meetings, such as those held by Edison Electric Institute (EEI), Western Electricity Coordinating Council (WECC), American Gas Association, and California Utilities Emergency Association (CUEA).

Also, as a member of the Western Regional Mutual Assistance Association (WRMAA), PG&E meets with gas, electric, water, and pipeline utilities throughout the Western United States and Western Canada. Discussions through WRMAA and other trade associations involve emergency planning and response issues and opportunities to support each other in a large-scale emergency.

PG&E also aligns its emergency preparedness and response practices and structure with the National Incident Management System, the Incident Command System, and the Standardized Emergency Management System (NIMS, ICS, and SEMS), and adapts this guidance for a utility.

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 mitigate harm to the environment.

The main concepts and principles of NIMS are:

- Flexibility – The NIMS framework allows maximum flexibility for multiagency, multijurisdictional, and multidisciplinary coordination adaptable to incident management of events that are scheduled, and incidents that provide warning or notice, or those 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.

Additionally, there are five components of NIMS. These components work together to form the national framework for preventing, responding to, and recovering from all types of domestic incidents.

NIMS components include:

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

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. The PG&E Emergency Operations Center (EOC) is staffed and organized using the ICS framework and principles. (Refer to [Appendix C](#) for additional details on ICS.)

The main concepts and principles of ICS include:

- Use of common terminology – ICS uses common terminology and clear language to allow diverse incident management and support roles to work together.
- Modular organization structure – The ICS organizational structure is designed to be flexible and able to scale up or down dependent on the size and the complexity of the incident.
- 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 to guide the response efforts.

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:

- 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 coordinate 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.

Under the NIMS/SEMS, ICS and SEMS organizational structures there are Command and General Staff positions. General Staff consists of the following primary sections:

- Operations
- Planning and Intelligence
- Logistics
- Finance and Administration

5 Emergency Organization and Responsibilities

5.1 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 the PG&E Board of Directors, shareholders, financial investment community, and elected government representatives.

The PG&E Corporate Incident Management Council (CIMC) consists of the CEO, Gas and Electric presidents, senior vice presidents, chief security officer, and other incident-critical roles, as shown in Table 5.1 below. During emergencies affecting the company, the role of the CIMC is to provide executive oversight, advise on policy, and participate in strategic planning. The CIMC typically delegates direct support of emergency incidents to the Operating Executives, and may choose to participate in conference calls when the EOC is activated.

The CIMC may also choose to participate in strategy meetings when a national branding issue, domestic terrorism, or national response event (NRE¹) may pose a threat to the company, or if an incident has the potential to cause significant business impacts (e.g., financial, reputational, etc.) and requires strategic oversight.

Table 5.1 Corporate Incident Management Council (CIMC)

Members	Responsibilities
<ul style="list-style-type: none"> Chairman, CEO President, Electric President, Gas EVP Corporate Services and Human Resources SVP and General Counsel SVP and Chief Financial Officer SVP, Safety and Shared Services SVP, Regulatory Affairs SVP, External Affairs and Public Policy SVP and Chief Information Officer SVP, Generation and Chief Nuclear Officer VP and Chief Security Officer Other critical roles, as needed 	<ul style="list-style-type: none"> Provides executive oversight Advises on policy Communicates with the Board Members regarding issues of national attention affecting the Company Participates in strategic planning and decision-making on long-term recovery activities Authorizes financial support of an event that exceeds the authority of Operating Executives

¹ A NRE is a natural or man-made event that is forecasted to cause or that causes widespread power outages impacting a significant population or several regions across the U.S. and requires resources from multiple Regional Mutual Assistance Groups (RMAGs).

While a CIMC member may serve as a spokesperson, if needed, the Public Information Office typically serves as the company's official point of contact for outgoing announcements and briefings to employees, the media, customers, and other external audiences. (For information on communicating with the financial investment community, refer to Section 8.2.5.5.)

5.2 PG&E Emergency Management Organization (EMO)

PG&E has a strong commitment to the safety of employees, customers, general public, and all of our external partners. Our goal is to respond in a safe, expeditious, effective, and efficient manner. PG&E's staff conducts continuous training and exercise throughout the year to ensure all employees with key roles are knowledgeable in their respective response roles.

The PG&E emergency management organization structure includes:

- Operating Executives
- Emergency Preparedness and Response staff
- Emergency Operations Center (EOC) staff
- Public Information Office staff
- Gas Emergency Center (GEC) staff
- Region Emergency Center (REC) staff
- Operations Emergency Center (OEC) staff
- District Storm Room (DSR) staff
- Electric Transmission Emergency Center (ETEC) staff
- Substation Transmission Operations Emergency Center (STOEC) staff
- Diablo Canyon Power Plant (DCPP) Emergency Response teams
- Field Incident Management Teams (IMTs)
- Commodity First Responders and Emergency Preparedness teams
- Control Center Staff (i.e., Gas Control, Grid Control Center, Fairfield Security Control, Electric Distribution control centers)
- Line of business Emergency Preparedness teams

Refer to [Figure 5.1](#) for a depiction of the PG&E emergency management organization structure.

5.2.1 Operating Executives

The mission of the Operating Executives is to support the EOC Commander and overall response by making high-level policy decisions and removing roadblocks that may affect restoration and recovery. Membership in this team consists of the senior vice presidents and vice presidents responsible for specific lines of business. (Refer to Table 5.2 for a list of Operating Executives and their responsibilities.)

Operating Executives are well-positioned to support the emergency incident by maintaining a strategic view of the response and affirming the EOC Commander and their restoration priorities and incident objectives.

Table 5.2 Operating Executives

Members	Responsibilities
Executives from: <ul style="list-style-type: none"> • Electrical Operations • Gas Operations • Power Generation • Energy Procurement / Supply • Safety, Health, and Environment • Corporate Real Estate • Corporate Security • Information Technology • Customer Care • Corporate Relations / Communications • Human Resources • Logistics Supply Chain • Finance • Transportation • Government Relations • Community Relations • Business Continuity • General Counsel 	<ul style="list-style-type: none"> • Ensures IC has a plan, is executing it well, and is following policy directions • Supports the ETOR and factors affecting restoration • Removes roadblocks affecting incident response and restoration • Levels and prioritizes resources when needed • Acts as executive spokesperson for key relationships • Anticipates strategic incidents and business risks • Designates a replacement in case an existing member is not available • Supports the emergency response

5.2.2 Incident Management Teams (IMTs)

An IMT is comprised of an IC (or emergency center commander) and the Command and General Staff personnel assigned to an incident. IMTs, when assembled, have direct authority to plan and execute the response.

PG&E has both field and EOC-level IMTs. Various IMTs 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. IMTs may contain only overhead staff (officers, chiefs, and commanders) or a full complement of support staff for all ICS positions. IMTs may consist of on-call staff or other employees called in to respond to a particular incident.

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

Members of PG&E IMTs include:

- EOC/REC/OEC Commanders
- EOC/REC/OEC Command Staff
- EOC/REC/OEC General Staff

- Field Incident Commanders
- Field Command Staff
- Field General Staff

The responsibilities of the IMTs are to initiate incident response and recovery tactics, determine the restoration strategy, and manage emergency center or command post operations. When activated for an emergency response, these teams, following established company procedures and processes and assisted by ICS management tenets, will update leadership and the lines of business, as appropriate, identify incident objectives, and establish the operational period.

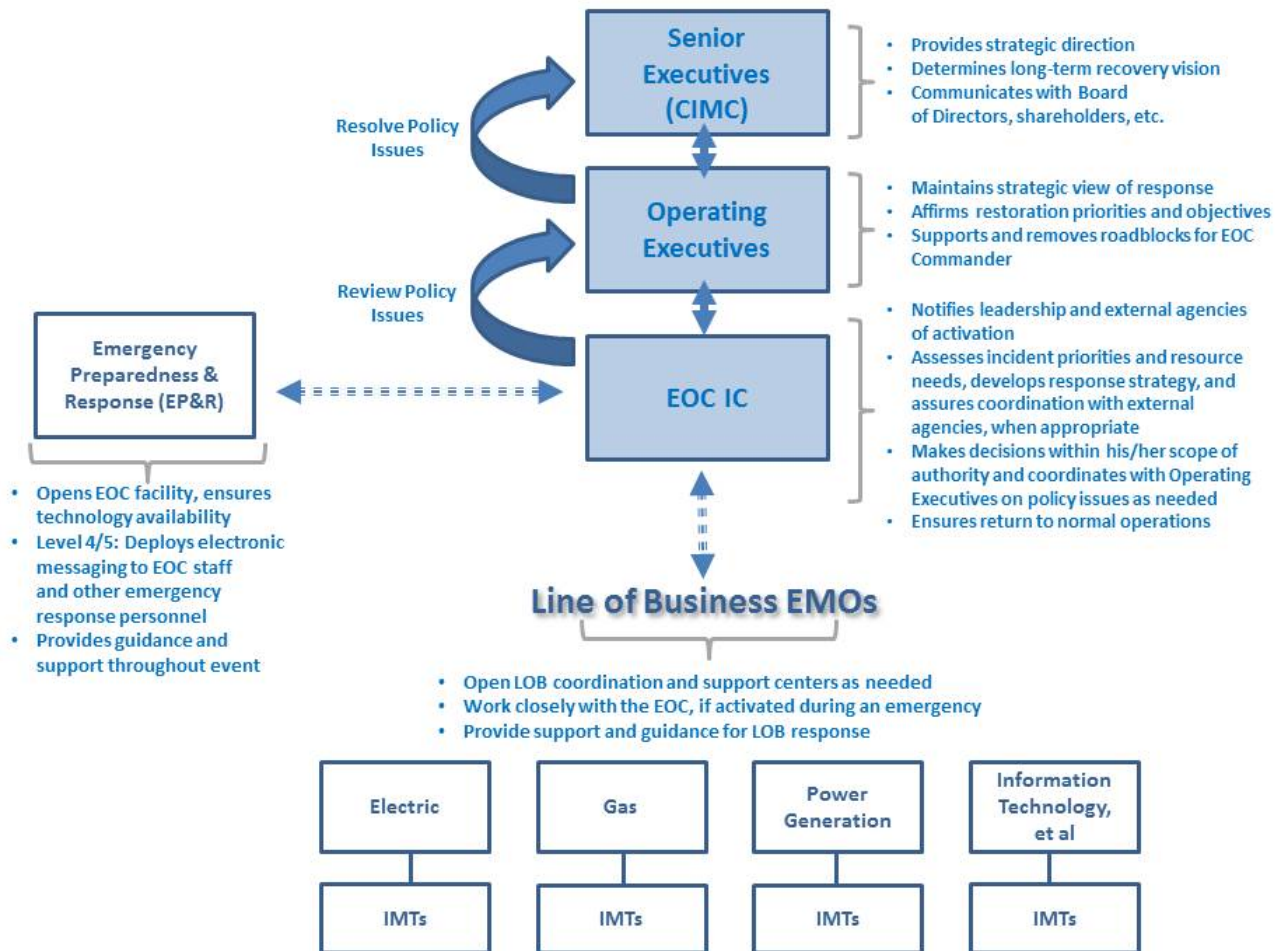


Figure 5.1 PG&E Emergency Management Organization

5.2.3 Incident Response Structure Roles and Responsibilities

In response to an emergency, PG&E uses a modified ICS structure, which includes Command and General Staff positions. ICS is part of NIMS and California's SEMS.

Figure 5.2 Depicts a high-level view of the PG&E ICS structure, including Command Staff positions and General Staff sections noted. For a detailed view of the entire EOC ICS structure, refer to **Appendix B**.

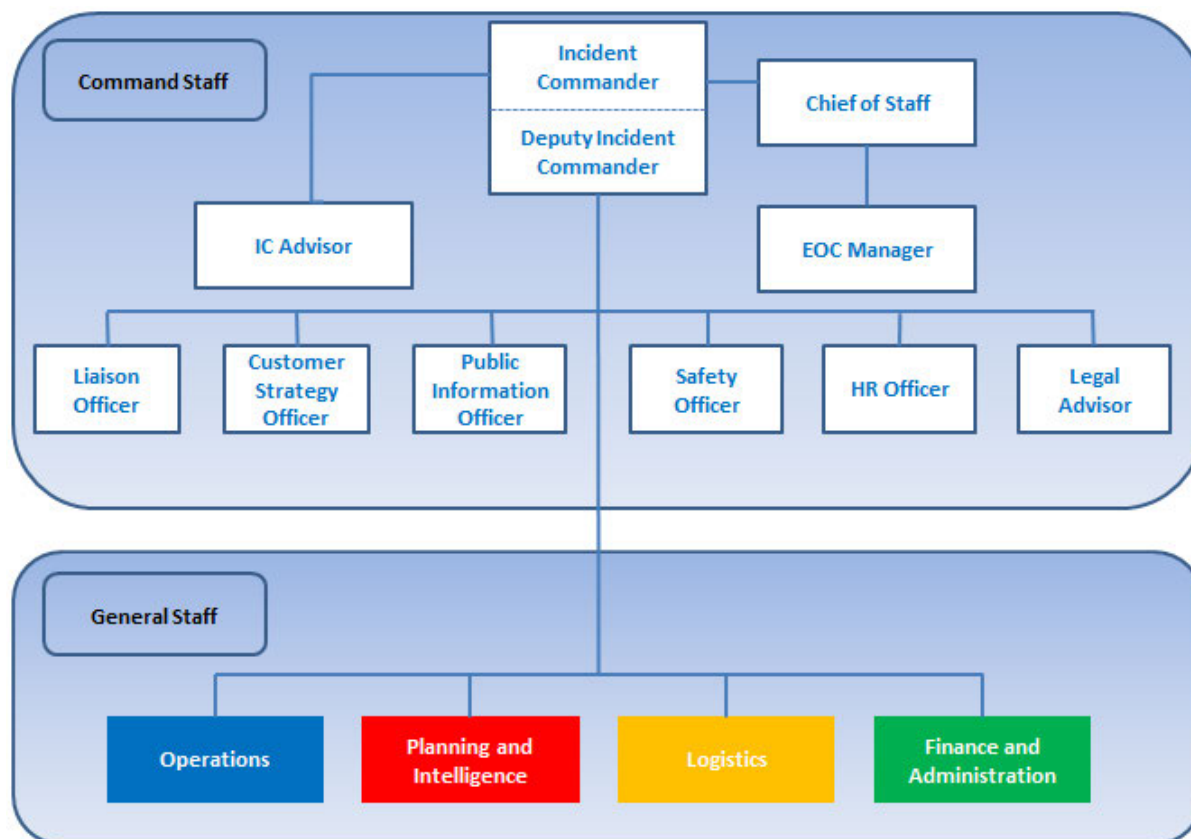


Figure 5.2 PG&E Incident Command System (ICS) Structure

5.2.3.1 Incident Command

5.2.3.1.1 Single Command

Single Command is an incident when the IC has complete responsibility for incident management. A Single Command may be simple, involving only an IC (PG&E Level 1 emergency), or it may be a complex organizational structure requiring emergency centers to open, like the OEC, REC, GEC or EOC.

In a PG&E Level 1 emergency, the first responder on the incident will be the IC, who has overall command of the response until:

- They are relieved by a more appropriately qualified person (i.e., the supervisor or on-call supervisor)
- Changes in the incident require jurisdictional or agency changes (fire or police)
- Such a change makes good management sense
- The first responder who is acting as the IC is relieved as part of the normal shift change of personnel on long or extended incidents

The IC has responsibilities for all functions until delegation of those functions. Although other staff positions may be left unfilled, there is always an IC. IC responsibilities include, but are not limited to:

- Initial assessment and communication

- Establish incident command structure and communication
- Use emergency plan checklists to ensure proper notifications are made
- Effectively manage as conditions change
- Initiate and maintain incident log
- Participate in unified command, if needed

5.2.3.1.2 Unified Command

Unified Command (UC) is often used in incidents when responding agencies with responsibility for the incident share in the incident management. If a UC is needed, the participating ICs share equal command and responsibility. Each Commander retains their own authority. Under a UC, a single, coordinated IAP will direct all activities. The ICs will supervise a single Command and General Staff organization and speak with one voice. At PG&E, Unified Command can be used at the ICP, DSR or OEC levels.

5.2.3.2 Command Staff

The Command Staff is led by the IC and includes the Legal Officer, Safety Officer (SO), Public Information Officer (PIO), Customer Strategy Officer (CSO), Human Resources Officer (HRO), and Liaison Officer (LNO).

5.2.3.2.1 Incident Commander (IC)

The IC is in charge of company emergency operations when an incident occurs. When working in an emergency center, the IC becomes the “Commander” of the facility from which they are running operations. For example, the IC at the EOC is called the “EOC Commander.” As part of the PG&E’s emergency management practice, there is always an assigned IC on-call.

The IC is responsible for:

- Notifying emergency personnel, executive leadership, and external agencies of activation
- Assessing incident priorities and resource needs
- Overall management of the incident, including:
 - Developing and implementing the response strategy, and assuring it is coordinated with external agencies, when appropriate
 - Making management decisions during an incident within their scope of authority, and coordinating with the Operating Executives on policy issues beyond that scope
 - Returning operations back to normal as soon as possible

The IC makes appropriate policy decisions, resolves section conflicts, sets strategic objectives, directs the tactical response to the emergency incident, and coordinates with and provides regular communication to PG&E executives. Other duties include approval and oversight of Incident Action Plans (IAPs), approving all communications strategies in consultation with the PIO, setting the operational period, and establishing orders and directives necessary for effective operations.

5.2.3.2.2 Deputy Incident Commander

The Deputy Incident Commander has the same authority as the IC, and acts as the IC in their absence.

5.2.3.2.3 IC Advisor

The IC Advisor provides guidance on the PG&E ICS structure and protocol during an emergency activation.

5.2.3.2.4 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, and assists in incident investigations.

5.2.3.2.5 Safety Officer (SO)

The SO monitors safety conditions in the field and 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, and performs investigations as necessary.

5.2.3.2.6 Public Information Officer (PIO)

When staffing the EOC, the PIO's role is to provide strategic communications counsel to the IC. The PIO has oversight of the Public Information Office, which develops all internal and external communications strategy and messaging during an emergency, obtains IC approval of all public information, and ensures that all information being shared with external audiences is timely, accurate, and consistent. The PIO also ensures that the CSO and LNO in the EOC are aligned on communications strategy and objectives. As needed, the PIO can help escalate significant issues to the IC for additional guidance on potential actions and strategies.

5.2.3.2.7 Customer Strategy Officer (CSO)

The CSO serves as an advocate for customers by providing updates to customers, addressing customer issues, and communicating high-priority outage concerns to the emergency operations team. In the EOC, the CSO coordinates with the Customer Contact Emergency Coordination Center (CCECC), CSOs in the RECs/OECs, and the Public Information Office on customer communication strategy.

5.2.3.2.8 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, and Public Safety.

5.2.3.2.9 Human Resources Officer (HRO)

The HRO is responsible for representing HR and its emergency response team in the EOC and providing HR guidance and updates to the EOC Commander. The HRO is also responsible for the management of all human resources and workforce needs for the incident/event, including: HR policies and program development and adherence, labor relations issue mitigation and union communications, impacted employee and retiree lodging and support, employee and family emergency messaging processes and communications, HR Emergency Response Team activities, HR advice and counsel, and workforce status communications.

In addition, the HRO oversees the responsibilities of the Human Resources Coordination Center (HRCC) and Emergency Message Center (EMC), determines initial and ongoing HR and workforce needs, and coordinates with the Public Information Office to develop workforce communications, as directed by the EOC Commander. (The HRCC is responsible for delivering messaging to PG&E's workforce through SendWordNow.)

The HRO directs the HRCC to reach out to employees and/or employee groups to obtain status, inform them of available resources, assign personnel to an emergency role, or for any other reason, as directed by the EOC Commander. (The HRCC may use the Send Word Now notification system to reach out to employees.) The HRCC Unit Leader reports to the HRO in the EOC, and directs the essential functions of the HRCC.

5.2.3.2.10 Information Technology (IT) Officer

This position may be activated for a Level 4 or 5 cyber security or IT incident, or at the request of the EOC Commander for other Level 4 or 5 incidents where IT is significantly impacted. The IT Officer's role is to advise the EOC Commander on all matters relating to IT and Cybersecurity and to coordinate with the IT Branch Director and the Intelligence / Investigations Section Chief, when activated. As needed, the IT Officer can escalate significant issues to the EOC Commander for additional guidance on potential actions.

5.2.3.2.11 Chief of Staff

The Chief of Staff assists the EOC Commander in the implementation of their duties. The EOC Commander may delegate some duties to the Chief of Staff, such as approving intelligence reports and IAPs. The Chief of Staff also directs the work of the EOC manager who ensures the timely and effective opening of the EOC, as well as the overall operations of the EOC facility itself.

5.2.3.2.12 EOC Manager

The EOC manager assists with the operations, setup, activation and maintenance of the EOC. The EOC manager is responsible for supplies and overall operations of the EOC.

5.2.3.3 General Staff

5.2.3.3.1 Operations Section

The Operations Section (**Figure 5.3**) directs the execution of IAPs to implement the assessment and restoration strategy and achieve the incident objectives set by the IC. In most emergencies, the Operations Section ensures coordination with other EOC sections and emergency centers, such as

the RECs. The Operations Section Chief oversees the Operations Section, which consists of the following five branches, any or all of which may be activated, depending on the nature of the emergency:

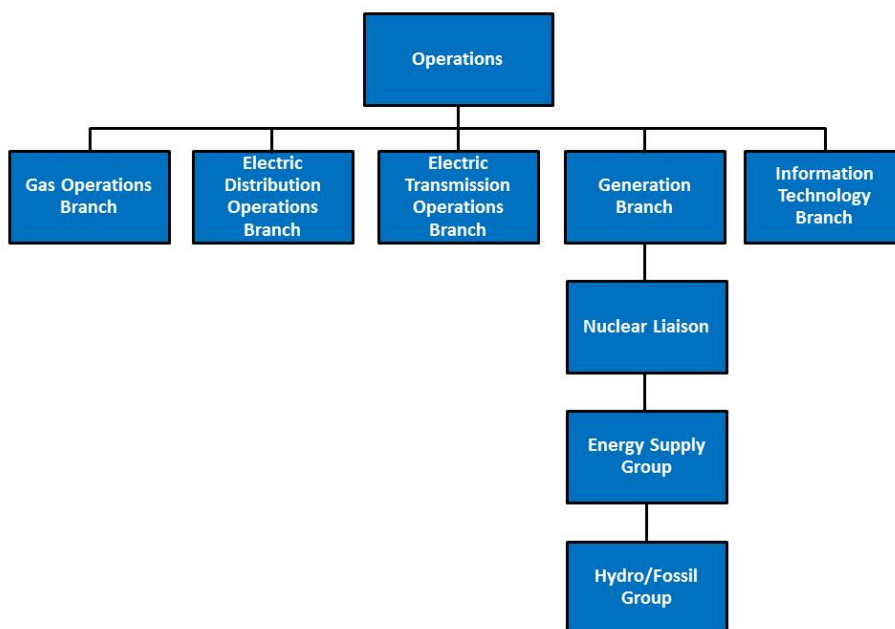


Figure 5.3 General Staff – Operations Section

Gas Operations Branch

The EOC's Gas Operations Branch coordinates the recovery and restoration of PG&E's gas distribution and transmission systems. The Branch Director must have the authority to make decisions on behalf of Gas, and will interface with the Electric Branch Director and others in the EOC to develop the restoration strategy. The Gas Operations Branch will be represented by a select number of individuals in the EOC to support strategic planning and coordination with Electric. Execution of gas service restoration and repair will be coordinated from the GEC.

Electric Distribution Operations Branch

The Electric Distribution Operations Branch coordinates the recovery and restoration of PG&E's electric distribution system. The Branch Director directs the work of the RECs, who then perform the tactical planning, mobilize resources within their regions, and guide multiple OECs in the field performing restoration activity. The branch also provides information on customer outages and operational challenges to the EOC.

Electric Transmission Operations Branch

The Electric Transmission Operations Branch will coordinate with the Electric Transmission Emergency Center (ETEC) to manage the restoration of the electric transmission system. The Electric Transmission Branch Director will verify that the Grid Control Center (VGCC) is in close coordination with the CAISO for operational communications, and that ETEC is reporting the status of the damage and restoration efforts. The Branch Director will also coordinate with the Command Staff to ensure timely and accurate communications with CAISO's on-call communications representative.

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. In the event of a generation emergency, the Generation Branch is responsible for restoring or replacing electric supplies to satisfy retail load and for managing the emergency at the plant level. In the event of a nuclear emergency at DCP, the interface between the plant's Emergency Operations Facility (EOF) and the company's EOC is in the Generation Branch. The Generation Branch includes the following units:

- Nuclear Liaison
- Energy Supply Group
- Hydro/Fossil Group

Information Technology (IT) Branch

The IT Branch manages the protection and restoration of technology. This branch coordinates with the Operations and Logistics sections to establish technology restoration priorities and develop a strategy to restore technology services associated with the response to an incident. The IT Branch acts as a liaison with the IT Coordination Center (ITCC) to lead the execution of established priorities and strategies for IT.

5.2.3.3.2 Diablo Canyon Power Plant Emergency Response Organization (ERO)

The DCP ERO is grouped into assigned teams for rotating on-call duties and to ensure that continuous 24-hour operations can be sustained. In the EOC, the DCP ERO falls under the Generation Branch. A liaison in San Francisco integrates plant response with the utility's emergency organization and facilitates requests for information and company support with the DCP emergency response facilities.

The DCP ERO is trained on the ICS structure, and the DCP Emergency Plan incorporates 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

5.2.3.3.3 Planning and Intelligence Section (P&I)

The P&I Section (**Figure 5.4**) is responsible for collecting, evaluating, and displaying incident intelligence and information. This section prepares IAPs, long-range plans, and contingency plans. Additionally, this section gathers situational intelligence, compiles plans for demobilization, maintains incident documentation, and tracks resources assigned to the incident.

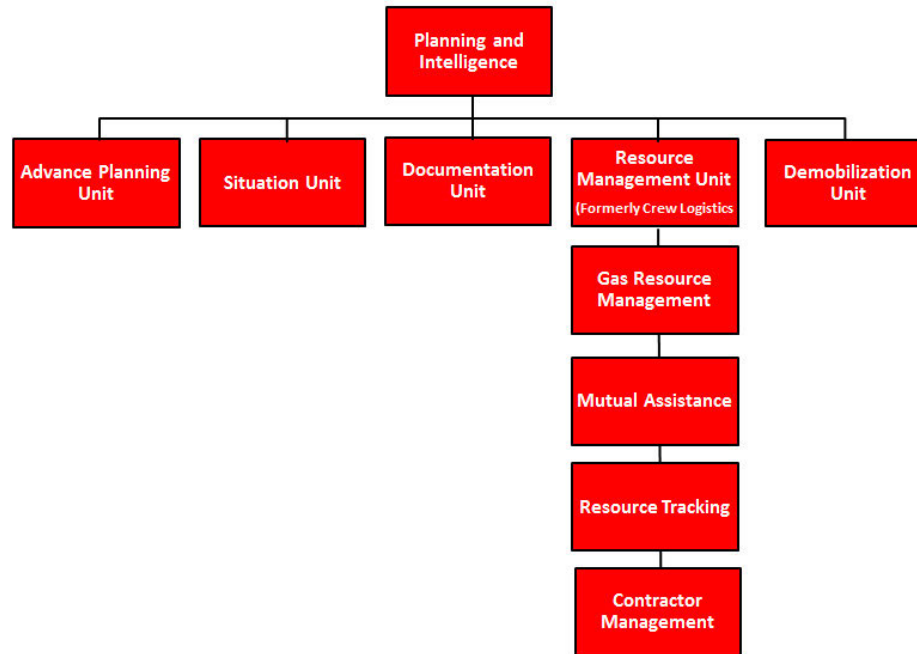


Figure 5.4 General Staff – Planning and Intelligence Section

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

Advance Planning Unit (includes representatives from Gas, Electric, and Generation, as appropriate):

- Runs damage models pertinent to the emergency
- Develops Restoration Work Plans that include resource requirements to repair assets and restore service
- Develops an Advance Plan consisting of potential response and recovery-related issues likely to occur beyond the next Operational Period
- 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

Situation Unit:

- Collects and analyzes incident information
- Develops situation reports and intelligence
- Ensures 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

Documentation Unit:

- Oversees the collection, organization, and archiving of incident information, including EOC Unit Logs, forms, reports, EOC Action Plans, and other documents related to the response
- Prepares, assembles, and distributes the EOC Action Plan for each Operational Period

Resources Management Unit:

- Determines what resources have been assigned to the incident, their status, and needs for further resources.
- Coordinates crew 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

Resource Tracking:

- Compiles, maintains, and displays resource status information on:
 - Tactical and support personnel
 - Transportation and support vehicles
- Establishes and maintains the resource tracking system

Mutual Assistance:

- Coordinates with external utilities and other stakeholders to provide additional support during large-scale emergency incidents
- Serves as an interface between Logistics and the Resource Management Unit Leader to close any staffing gaps
- Uses the RAMP-UP tool to offer and request resources between utilities, as needed

Contractor Management:

- Coordinates with the Resource Management Unit Leader to acquire contractors to meet resource needs

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

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. Example technical specialists include:

- Weather
- GIS mapping

- Geosciences information
- Business continuity

5.2.3.3.4 Logistics Section

The Logistics Section (**Figure 5.5**) provides all the support needs for the incident, such as ordering resources; providing facilities, transportation, supplies, equipment maintenance, and fuel; food service; communications; hotel/berthing support; and medical services for incident personnel.

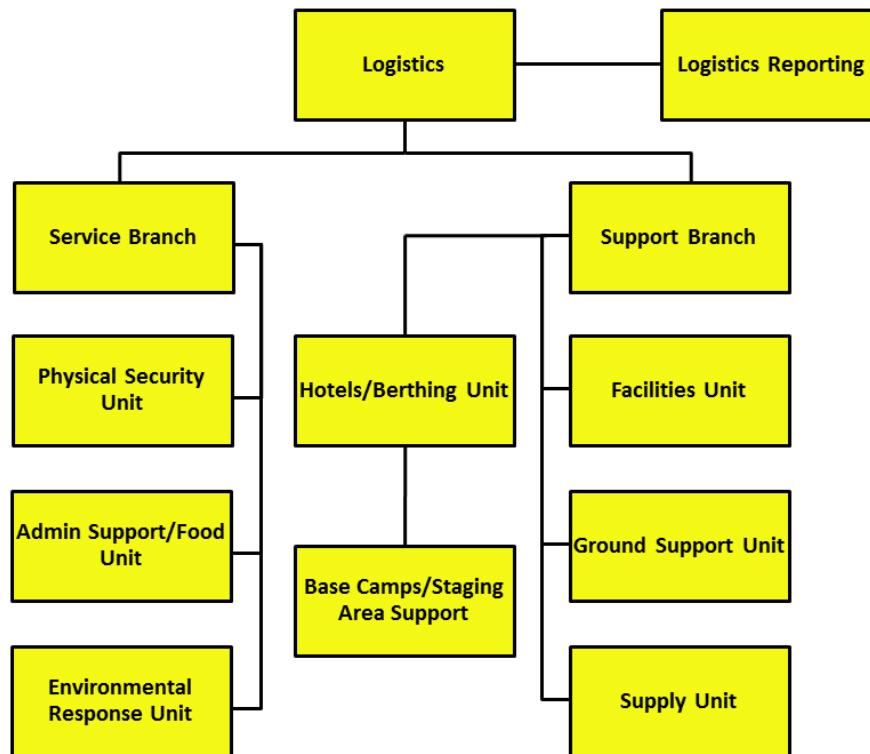


Figure 5.5 General Staff – Logistics Section

The Logistics Section Chief (LSC) oversees the Logistics Section, which consists of Logistics Reporting and the two branches below, either of which may be activated, depending on the nature of the emergency:

Service Branch

The Service Branch is responsible for the physical security of all facilities and administrative/food support. The Service Branch is also responsible for environmental response issues. The Service Branch Director oversees the Service Branch, which contains the following units:

- Physical Security Unit:
 - Ensures security of company assets and personnel
 - Coordinates with external law enforcement agencies

- Admin Support/Food Unit
 - Orders food as necessary for EOC staff
 - Takes messages and tracks open tickets for closure
- Environmental Response Unit
 - Maintains situational awareness of potential environmental issues in the EOC and the field.
 - Provides expertise on hazardous materials/waste management, water quality, air quality, biological resources, and cultural resources.

Support Branch

The Support Branch is responsible for managing critical suppliers and emergency equipment and materials; setting up and maintaining required facilities to support the incident, which may include base camps, staging areas and microsites; and coordinating all activities related to the evaluation, inspection, emergency response, and restoration of company real estate assets/buildings. The Support Branch is also responsible for executive transportation; fleet and aircraft transports; vehicle maintenance; equipment rentals; fueling; and personnel transport. The Support Branch Director (SUBD) oversees the Support Branch, which contains the following units:

- Facilities Unit
 - Ensures efficient operation of the Facility Coordination Center (FCC)
 - 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)
- Base Camps/Staging Area Unit
 - Works with third party service providers to setup and run base camps
 - Provides support for base camp needs that are escalated to the EOC
- Hotels / Berthing Unit
 - Arranges for hotels / berthing for EOC and field operations personnel, as needed
- Ground Support Unit
 - Arranges/coordinates busing for employees
 - Manages vehicle and equipment rentals
 - Services/repairs vehicles and equipment
 - Manages vehicle/equipment fueling
 - Coordinates Aviation Services requests
- Supply Unit
 - Issues emergency purchase orders for goods and services
 - Coordinates with the Materials and Transportation Coordination Center (MTCC) and critical suppliers

5.2.3.3.5 Finance and Administration Section

The Finance and Administration Section (**Figure 5.6**) is responsible for providing charging guidelines, communicating the appropriate field orders to capture time and expense to those responding, ensuring sufficient funds are available to pay our vendors and employees, providing cost analysis and forecasting for the incident, notifying our insurance carriers about the incident, and tracking potential claims for compensation for injury or damage to life or property.

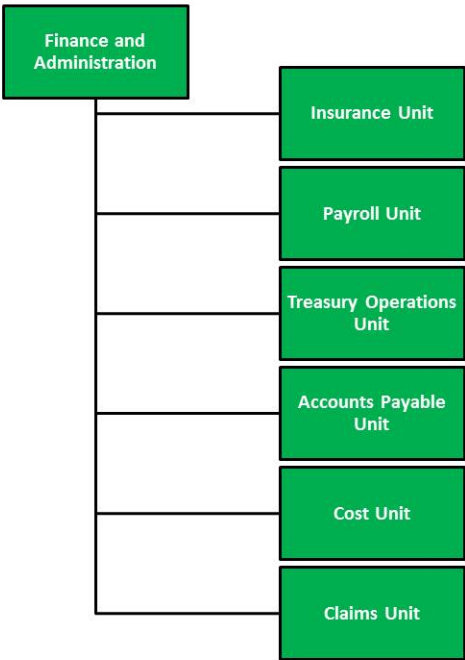


Figure 5.6 General Staff – Finance and Administration Section

The Finance and Administration Chief oversees the Finance and Administration Section, which includes the following units:

Insurance Unit

The company maintains insurance policies for incidents over a certain dollar threshold. When dealing with a major emergency incident, the Insurance Unit focuses on ensuring PG&E’s insurance carriers are aware of the incident and ultimately, that our claims for reimbursement are filed in a timely manner.

Payroll Unit

The Payroll Unit ensures that our employees continue to be paid in a timely manner, and that PG&E has a back-up plan should the company’s financial systems be temporarily disrupted due to a major incident.

Treasury Operations Unit

Treasury Operations ensures that the company has sufficient cash on hand to meet our operational needs required to immediately respond to the incident.

Accounts Payable Unit

Accounts Payable ensures PG&E’s main suppliers are get paid in a timely manner, especially if our financial systems are temporarily disrupted as a result of the incident.

Cost Unit

The Cost Unit focuses on ensuring that individuals who are responding to the incident have the correct charging guidelines and are aware of the appropriate field orders to be used when charging their time. This unit also ensures that a forecast is being created that provides an estimate of total cost to be incurred (expense and capital).

Claims Unit

The Claims Unit focuses on awareness of any claims that might be filed against the company due to delays in our response, or any safety issues that may have been created due to how we responded to the incident.

5.2.3.3.6 Intelligence / Investigations Section

The Intelligence / Investigations (I/I) function may be activated, at the discretion of the Incident 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., cyber-attacks, physical attacks on critical infrastructure, and terrorist attacks)
- Determine the cause and origin of an incident
- Manage classified intelligence

The Incident Command System provides for organizational flexibility, and the I/I function can be embedded in the Planning Section, within the Operations Section, within the 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/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

In addition, the I/I Section is responsible for developing, conducting, and managing information related to security plans and operations, as directed by the Incident 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.

The I/I Section Chief oversees the I/I Section, which may activate the following units, as needed:

Cyber Security Unit

- Manages and directs the overall investigative effort

- Manages the handling of forensics evidence in coordination with necessary external agencies, such as FBI, DHS, etc.
- Initiates communications with the ITCC, as needed
- Initiates communications with the Physical Security Unit Leader, if the Physical Security Unit is not activated in the I/I Section

Physical Security Unit (may be assigned to I/I instead of the Logistics Section)

- Supports investigation operations, as directed by the I/I Section Chief
- Acts as the primary liaison with the FBI

IT Branch Director (may be assigned to I/I instead of the Operations Section)

- Refer to Section 5.2.3.3.1 for details.

5.2.4 Dual Commodity Response

In a dual commodity incident, rather than activating a separate Operations Emergency Center (OEC) for Gas and a separate OEC for Electric for the same division, a single integrated OEC incident organization may be used in a shared facility, where possible, or base camp. In this integrated structure, there is:

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

The Incident Command System (ICS) is based on a flexible and scalable response organization that may change or grow depending on incident complexity. Sections 5.2.4.2 to 5.2.4.4 detail the following organizational options for a dual commodity incident and the reporting relationships:

- Single Incident Commander (IC) that oversees both Gas and Electric response
- Single Incident Commander of one commodity and a Deputy Incident Commander from the other commodity
- Unified Command at the OEC, Incident Command Post (ICP), or Base Camp

5.2.4.1 Criteria For Which Commodity Has Authority

When there are Electric and Gas representatives available to serve in the IC role, the following guideline can be used for determining who is assigned to the IC and the Operations Section Chief roles. (Ultimately, the EOC, or highest-level activated emergency center, can make the final decision on which commodity has authority over an incident.)²

² Depending on the incident, note the IC may start as one commodity and then command is transferred to the other 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, in the absence of an IC, the first company supervisor on scene takes command of resources until the IC arrives.

1. Experience and training (and qualifications, once established) of the IC and Operations Section Chief
2. Potential serious threat to the health, welfare, or property of the public, employees, PG&E responders, and others
3. Incident complexity and commodity impact factors including volume of customers, infrastructure impact, resource requirements, and response duration.

5.2.4.2 Single Incident Command Option

In a dual commodity incident, one option is to assign a single trained IC to oversee the overall response. To determine which commodity may take on the role of IC and Operations Section Chief, refer to [Section 5.2.4.1](#).

Figure 5.7 shows an example organization chart where Electric, with Gas support, has the most potential serious threat and greatest number of customers impacted. In this example, the OEC Commander and Operations Section Chief are from Electric, and they oversee both Gas and Electric Operations. There is a direct reporting relationship to the Electric Regional Emergency Center (REC), and technical operations information is exchanged between the Gas Emergency Center (GEC) and Gas Branch.

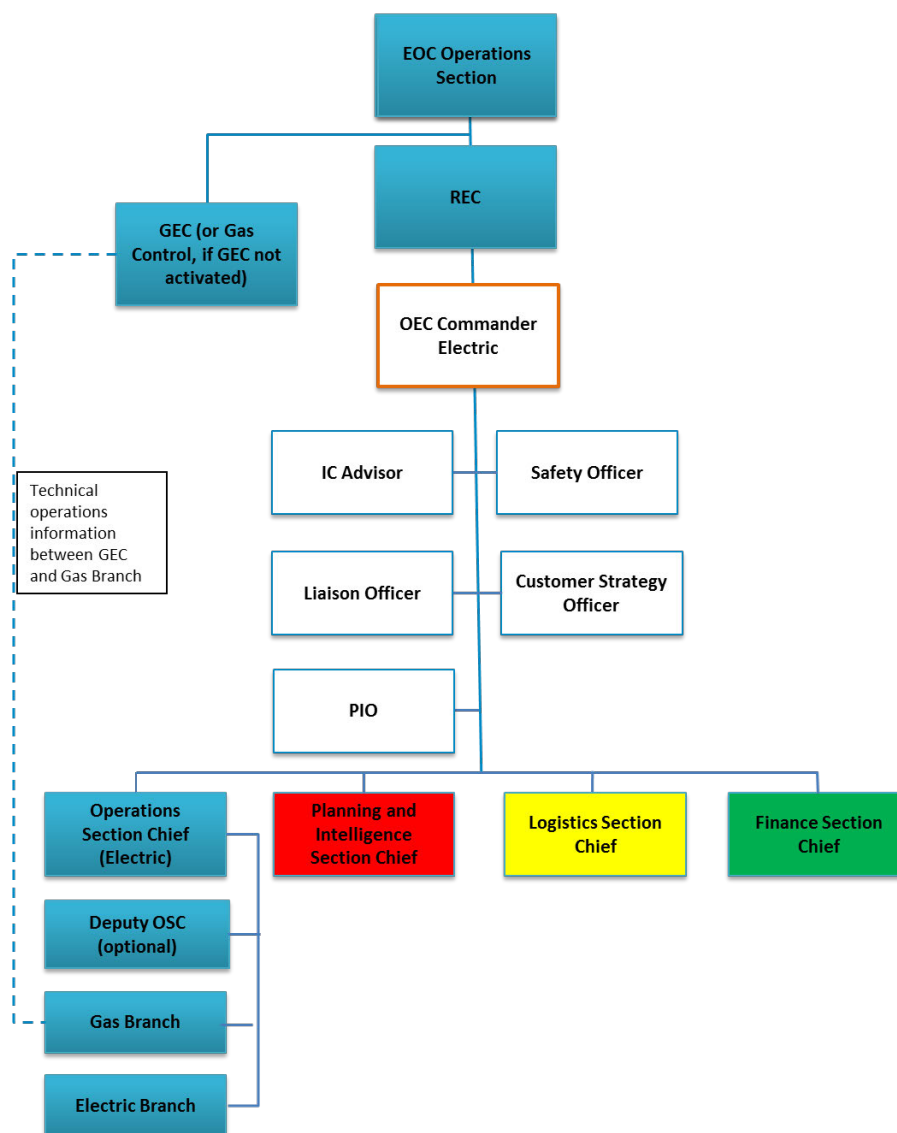
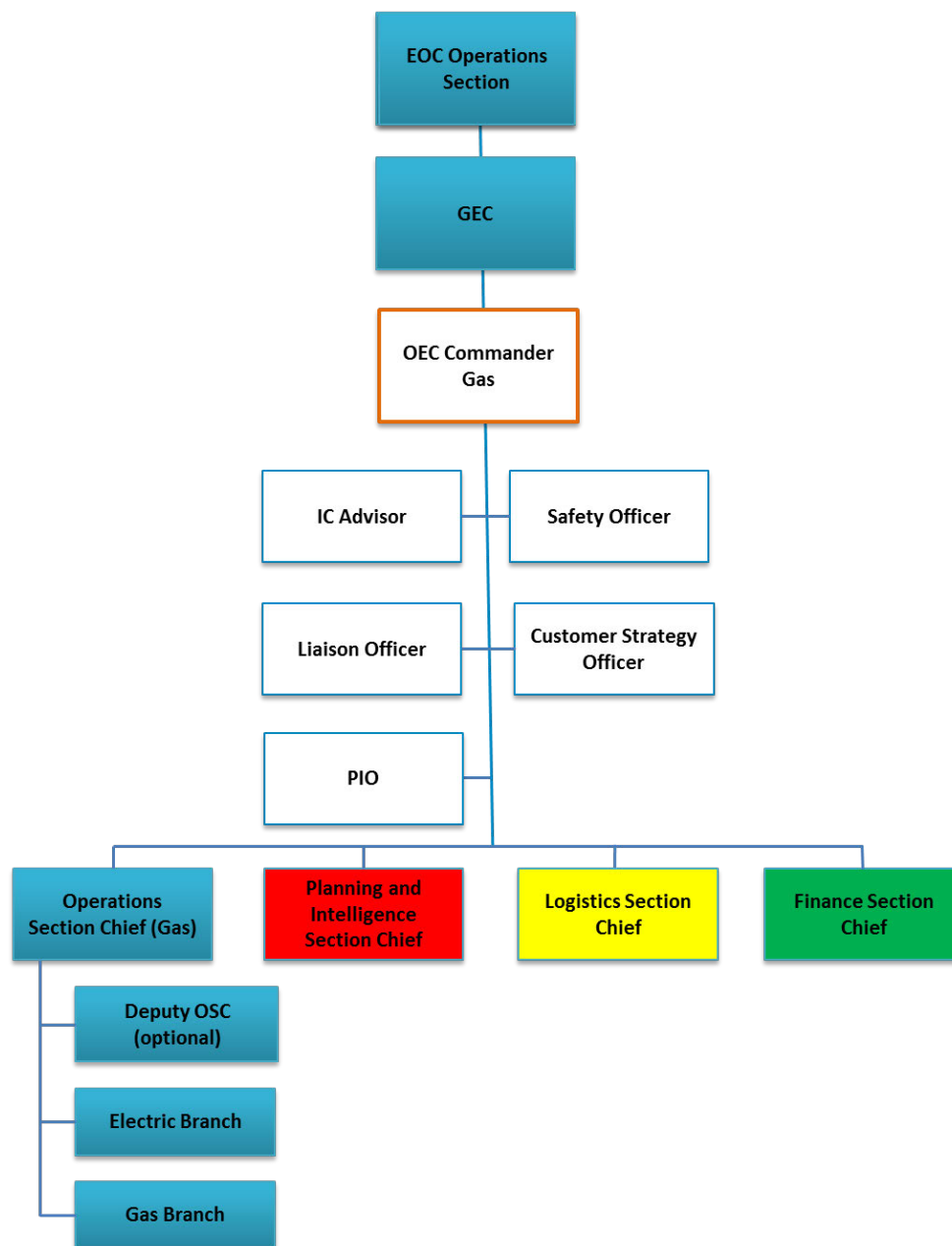
Figure 5.7 Example OEC Chart With Electric OEC Commander³ and Reporting

Figure 5.8 shows an example organization chart where Gas has the most potential serious threat and greatest number of customers impacted, and Electric is in a supporting role. In this example, 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.

³ This organization 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 5.8 Example OEC Chart With Gas OEC Commander⁴ and Reporting Relationship

5.2.4.3 Single Incident Commander With Deputy Incident Commander Option

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, or to perform the IC function in a relief capacity. An assigned Deputy must be fully trained / qualified to assume the IC's position.

⁴ If the Gas incident occurs when an REC is already activated (such as during a storm), the Electric Branch would have a communications (dotted line) relationship to the REC. In ICS, the positions are scalable, and are activated depending on the need.

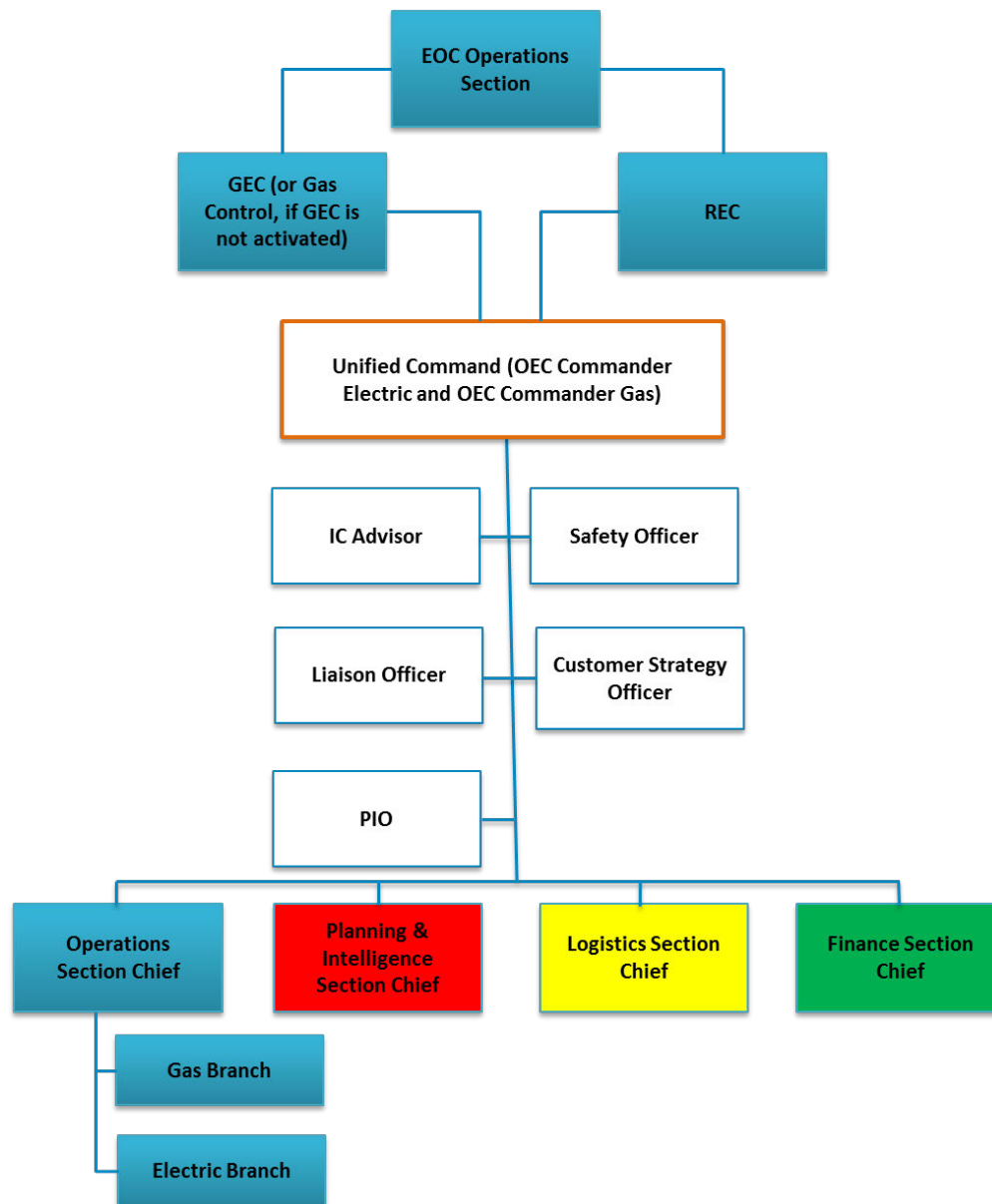
In this option, the commodity that has the most potential serious threat or greatest number of customers impacted may take on the role of the IC and Operations Section Chief, but the less impacted commodity may serve as the Deputy IC. The Gas and Electric Branches still report to the Operations Section Chief.

5.2.4.4 Unified Command Option (OEC, ICP, Base Camp)

At PG&E, Unified Command can be used at the OEC, ICP, or base camp, and is the recommended structure for a Level 4/5 event, such as a significant earthquake. (At the REC, GEC, or EOC, a single IC can be used to oversee the overall company response. The IC in the REC, GEC or EOC may also elect to add a Deputy IC from another line of business to provide needed expertise.)

Figure 5.9 shows an example of an Electric and Gas representative participating within the Unified Command. The ICs within the Unified Command make joint decisions and speak as one voice. Any differences are worked out within the Unified Command. The ICs must concur on the selection of the general staff section chiefs, and the Operations Section Chief has full authority to implement the tactics in the IAP. Refer to **Section 5.2.3.1.2** for additional information on Unified Command.

Figure 5.9 Example OEC Chart With Unified Command and Reporting Relationships

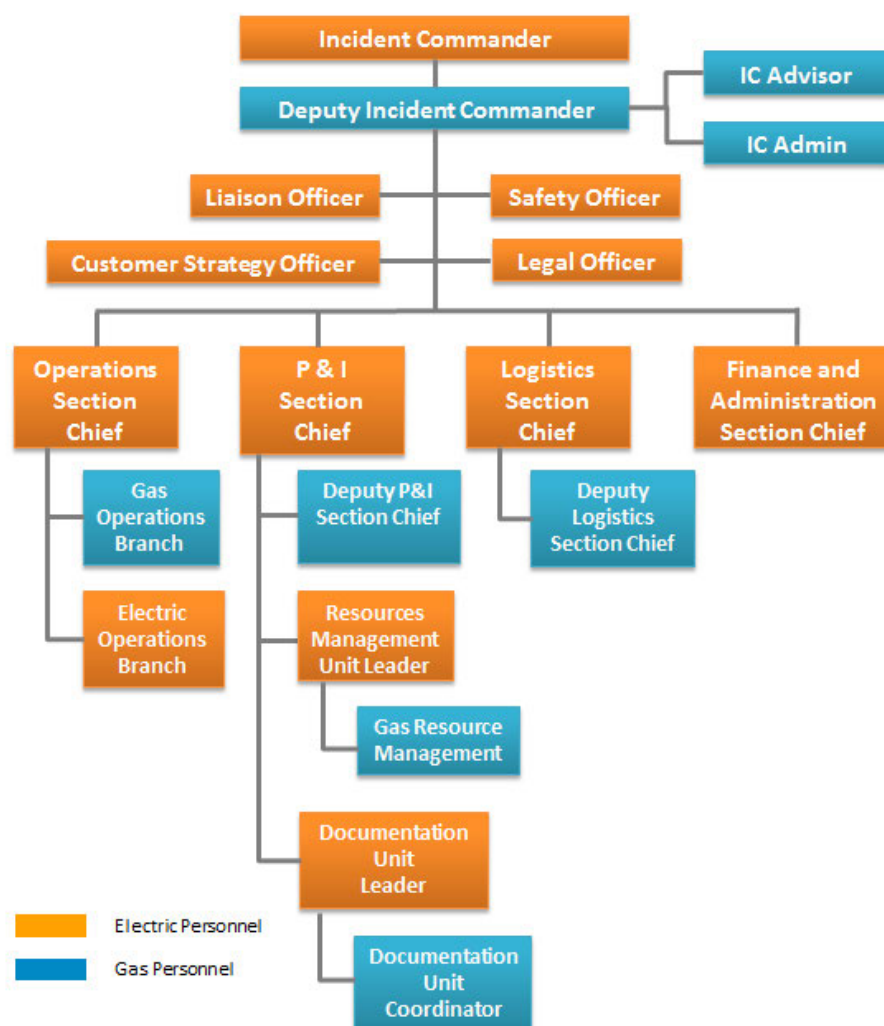


5.2.4.5 EOC Staffing For a Dual-Commodity Incident

In **Figure 5.10**, 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 (e.g., Situation Unit Coordinator—Gas, Deputy Finance Section Chief, etc.), the EOC Commander, or Deputy EOC Commander, will approve the staffing request. The approved request is submitted to the Gas Operations Branch Director, who contacts the GEC Director or On-Call GEC Director. The GEC Director then secures available staffing.

Figure 5.10 Example EOC Organization For Dual Commodity Incident



5.2.5 Catastrophic Incident Organization Considerations

Following a catastrophic incident such as a significant earthquake, damage will be widespread, multiple commodities will be impacted, and thousands of personnel may be required in order to restore the system. During a catastrophic incident, it is likely that some personnel will be affected by the incident and unable to report. It may become necessary for on-call teams not currently on rotation to come to work and fill vacancies left by employees affected by the disaster. Likewise, many field IMTs from unaffected areas will be called to work and may have to travel long distances to reach the disaster area. The EOC or any of the other emergency centers may not be functioning, and staff may need to relocate to designated or ad hoc locations, depending on available access and facility conditions. Also, employees may be grouped together, based on skill sets, to create an IMT or specific taskforce or “strike team.”

5.2.6 Area Command

Area Command is an organization established to oversee the management of large incidents or multiple incidents to which several 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.

Consult the line of business functional annexes for further details on the use of Area Command.

5.3 Emergency Facilities

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.

Figure 5.11 shows the relationship between PG&E's Emergency and Support/Coordination Centers.

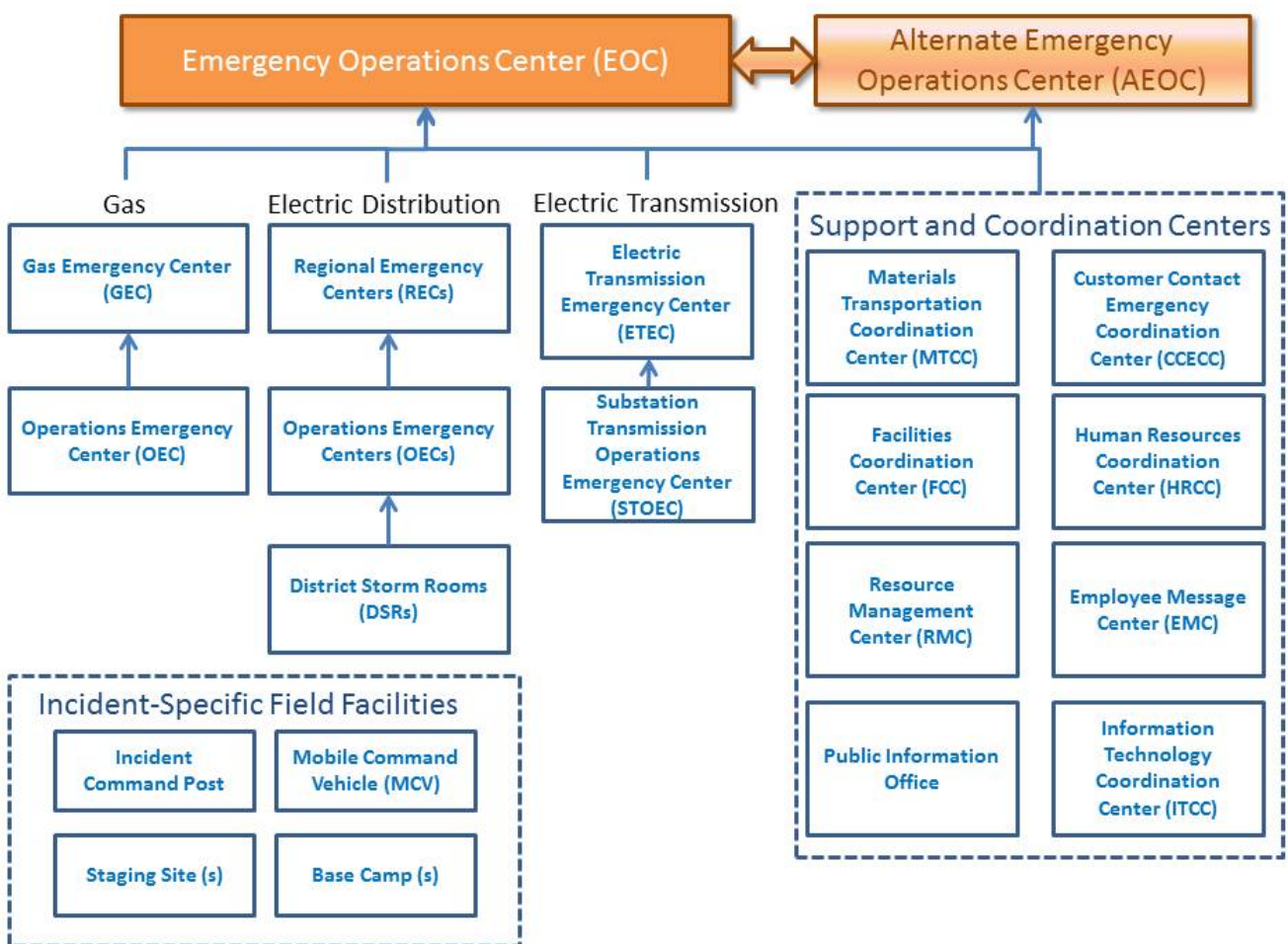


Figure 5.11 PG&E Emergency and Support/Coordination Centers

5.3.1 Emergency Operations Center (EOC)

The EOC is a designated location where information and resources are coordinated to support incident management activities. EOC activation occurs for Level 4 or 5 incidents, or during a Level 3 incident, when deemed necessary by the Incident Commander and/or the director of EP&RS.

When the EOC is activated, the EOC Commander establishes priorities for the incident and supports the emergency centers and field responders.

EOC members:

- Provide oversight and support to the EMO, and set system-level objectives and strategies
- Communicate the status of the emergency response to senior management, emergency centers, and departments involved in the emergency incident
- Coordinate internal resource deployments between regions, and the use of contractors and mutual assistance, as needed
- Compile system-wide status and damage information, and ensure information systems are functioning properly
- Approve all incident communications, and coordinate with external agencies, such as the California Office of Emergency Services (Cal-OES), SOC, and the SOC's Utility Operations Center (UOC)

The EOC, located at 245 Market Street in San Francisco, is the designated location at which key personnel meet to coordinate or command the response to an emergency. This is the **primary** EOC and is a dedicated “hot site” that is equipped with all necessary equipment, supplies, information and data systems, backup power, and other resources needed to conduct prompt and effective emergency response activities.

The EOC has a designated backup facility in the event that the primary EOC is not available. The back-up site, called the Alternate EOC (AEOC), is located at 3301 Crow Canyon Boulevard, San Ramon, in the San Ramon Valley Conference Center (SRVCC).

During significant emergency incidents, PG&E activates additional emergency centers to support the primary EOC activities. These emergency centers manage the work in a defined geographic region. They are responsible for directing resources to implement actions and for reporting status and progress through the emergency center chain of command, and ultimately to the EOC.

5.3.2 Gas Emergency Center (GEC)

The GEC activates in support of gas-only emergencies and EOC operations for dual commodity emergencies. In any incident in which the GEC is activated, it will receive intelligence from the Gas Operations Center, which includes Gas Dispatch and Scheduling, the Gas Transmission Control Center, and the Gas Distribution Control Center. Further, during dual commodity emergencies, the GEC will provide support to the EOC in all other areas, specifically Operations, Planning and Intelligence, Logistics, Finance and Administration, Safety, Public Information Office duties, Liaison duties, and Customer Strategy. If the EOC is not activated, the GEC will manage an overall gas incident. During an EOC activation, the GEC reports to the Gas Operations Branch in the EOC.

5.3.3 Region Emergency Center (REC)

An REC can be activated to support multiple OECs open in a particular region, or to coordinate resource movement between regions, or mutual assistance crews being received from outside the company. OECs report to an REC when it is activated. As an incident escalates, the REC becomes the point of contact for information and managing escalated OEC issues.

When the EOC is activated, the REC communicates operational status, resource requests, and logistical needs to the EOC, including OEC status. PG&E currently has four RECs.

5.3.4 Operations Emergency Center (OEC)

OEC staff provide oversight and support at a divisional level. The OEC is comprised of corresponding positions that are found in both the REC and EOC. The OEC directs and coordinates the personnel necessary to assess damage, secure hazardous situations, restore service, and communicate status 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 to the REC, if it has been activated. PG&E has 17 strategically located OECs throughout the service territory.

5.3.5 District Storm Room (DSR)

DSRs are primarily electric assets whose main function is to manage the local restoration effort during all levels of emergencies. The DSR is generally located in a Service Planning and Maintenance yard. DSR staff is comprised of corresponding positions found in the OEC and REC, as well as local support, such as troublemen, gas service representatives (GSRs), meter technicians, estimators, mappers, and maintenance and construction (M&C) crews.

5.3.6 Electric Transmission Emergency Center (ETEC)

ETEC is responsible for providing support to PG&E System Dispatch, such as system restoration support and transmission outage prioritization, in collaboration with CAISO and the EOC. ETEC reports to the Electric Transmission Branch in the EOC.

5.3.7 Substation Transmission Operations Emergency Center (STOEC)

STOEC 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. STOEC reports to ETEC.

5.3.8 Incident-specific Field Facilities

5.3.8.1 Incident Command Post (ICP)

At the scene of a minor (Level 1) emergency, activities of on-scene response personnel are typically managed at a gas or electric ICP location. During Level 2 to 5 emergencies, the ICP can be managed at an ICP location or co-located at a base camp (e.g., during a wildfire response). The ICP is a field location where the primary tactical-level, on-scene incident command functions are performed.

5.3.8.2 Mobile Command Vehicle

A MCV is a specialized vehicle that can be deployed to and stationed at the scene of an emergency. 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.

MCVs are specially outfitted for incidents that may require multiple personnel to be stationed near the site of an incident for one or more days.

There are three types of MCVs available within PG&E:

- Type I Commander (motor coaches)
- Type III Sprinter (vans)
- Emergency Communications Trailers (ECTs)

Refer to 0 for more information on the MCV fleet.

5.3.8.3 Base Camps, Staging Sites and Micro-Sites

Base camps are set up any time there is a need to support workers in the field because a facility is not accessible, non-operational, or not close enough to be of any advantage to the field responders. PG&E base camps can scale up or down depending on the needs of the incident and the location where they are set up. Base camps can function as an OEC and can be staffed with an IMT. Base camps may also serve as an ICP, if needed.

In general, a base camp can be built to serve workers meals and offer housing (showers and sleeping dorms) to those crews on extended assignment or emergency response. Through new technology, work packages can be made at the base camp, eliminating the need for crews to drive to an OEC to get work assignments. Base camps also contain material lay-down areas, vehicle refueling stations, IT infrastructure, and tents or trailers from which staff can operate.

A staging area is typically the place where out-of-area crews will report before they have been assigned to an incident. A staging area can also be set up in the field if needed. These sites might only have a Logistics person and an Operations Section Crew Supervisor to give work assignments to incoming crews.

A micro-site functions 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 and delivered to the micro-sites for distribution to crews.)

Requests for base camps, staging areas, and micro-sites are routed through the EOC Logistics Chief, who then works with P&I and Operations to determine locations.

5.3.9 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 support the EOC. These centers are shown in Table 5.2 and described in more detail later in this section.

Table 5.3 Support and Coordination Centers

Coordination Center	Purpose/Function	Activate Authority	Command Authority	Emergency Level
Customer Contact Emergency Coordination Center (CCECC)	Coordinates Contact Center response to emergencies through the WFM Routing Team. Compiles and reports facility, operational, and customer status information.	Customer Technology and Call Routing manager, Customer Strategy Officer, PIO	Customer Technology and Call Routing manager	Level 2 – 5
Public Information Office	Establishes and coordinates emergency communication activities (with other agencies, to media, customers, etc.).	Public Information Officer, EOC Commander/GEC Manager	Public Information Officer	Level 2 – 5
Information Technology Coordination Center (ITCC)	Supports information systems and telecommunications emergency services.	EOC Commander/GEC Manager, senior vice president/chief information officer	IT Branch Director (or ITCC Group Supervisor, when the EOC is not activated)	Level 3 – 5
Materials and Transportation Coordination Center (MTCC)	Coordination of emergency materials, procurement, and transportation activities.	Manager of Warehouse Distribution	Manager of Warehouse Distribution	Level 2 – 5
Human Resources Coordination Center (HRCC)	Coordinates emergency communications, labor relations, HR advice and counsel, and impacted employee and retiree assistance.	HRO or Assistant HRO	HRCC Unit Leader	Level 3 – 5
Facilities Coordination Center (FCC)	Communicates disaster impacts on company facilities to the EOC/GEC. Dispatches civil engineering, building, and environmental support specialists to inspect damaged facilities.	Director of Corporate Real Estate	Director of Corporate Real Estate	Level 3 – 5

5.3.9.1 Customer Contact Emergency Coordination Center (CCECC)

The CCECC coordinates contact center response to emergencies under the direction of the Workforce Management (WFM) director / manager. The CCECC compiles facility, operational, and

customer status information from all contact centers and reports to the Customer Strategy Staff in the EOC.

5.3.9.2 Public Information Office

The Public Information Office ensures “one voice” communications and develops the communication strategy and receives approval from the EOC Commander. Once approved, the Public Information Office implements the strategy. The Public Information Office communicates with key stakeholders using direct verbal replies to media inquiries, on-camera interviews, written statements, press releases, and social media. The Public Information Office responds to real-time media requests for information, interviews, and status. The Public Information Office conducts press conferences and manages press questions and queries. Pre-authorized and pre-written messages can be part of the communications strategy during a catastrophic response.

The Public Information Office is staffed with a CSO, LNO, Government Relations Officer, Regulatory Relations Officer, and PIO. In a DCPD emergency, the Public Information Office in the EOC integrates its activity with the DCPD Joint Information Center (JIC) in San Luis Obispo to ensure that timely, accurate, and consistent messaging is being shared with external stakeholders.

Detailed information on the Public Information Office can be found in the External Communications Annex to this Plan.

5.3.9.3 Information Technology Coordination Center (ITCC)

The ITCC manages major technology interruptions; develops and implements the overall response through technology assessment and restoration; manages cybersecurity incidents across all lines of business, including control systems and network infrastructure; and provides support services to Emergency and Coordination Centers and the EOC. The ITCC reports to the IT Branch Director in the Operations Section within the EOC.

5.3.9.4 Material Transportation Coordination Center (MTCC)

The MTCC supports Materials & Distribution operations and their operating clients. The MTCC is staffed with representatives from Warehouse Operations, Materials Field Services, Logistical Planning, and Traffic. The MTCC reports to the Supply Unit Leader (SPUL) within the EOC Logistics Section.

5.3.9.5 Human Resources Coordination Center (HRCC)

The HRCC may activate following an EOC activation to coordinate workforce emergency communications, labor relations, HR advice and counsel, and impacted employee and retiree assistance. The HRCC also maintains a human resources common operating picture (COP), including situational awareness of the Emergency Message Center (EMC) and HR Base Camp support. HRCC members are under the direct supervision of the HRCC Unit Leader, which reports to the HR Officer or Assistant HR Officer within the EOC.

5.3.9.6 Emergency Message Center (EMC)

The EMC may activate during Level 3 through 5 emergencies, as needed, and serves as a connection point for employees and their families to exchange messages with each other during significant incidents.

It is expected that during a Level 5 emergency (e.g., major earthquake in an urban area), employees may not be able to communicate directly with their families and will require a central point where they may leave and retrieve messages to/from their family members. The EMC is intended to limit the number of employee-related calls that find their way into the PG&E's contact and emergency centers. The EMC is designed to help alleviate employees' anxiety concerning their families' well-being. The EMC reports to the HRCC, and the HRCC coordinates workforce messaging indicating when the EMC is activated.

5.3.9.7 Resource Management Center (RMC)

RMCs are an additional resource for clerical and estimating resources.

5.3.9.8 Facilities Coordination Center (FCC)

The FCC is comprised of representatives from CRE, Geosciences, and Substation Engineering. The FCC provides information on the impact of the disaster on company facilities and coordinates the overall emergency response for our real estate assets. The FCC coordinates with the other emergency and coordination centers to identify and address critical facility issues affecting emergency response. The FCC reports to the Facilities Unit Leader (FCUL) in the EOC Logistics Section.

5.4 External Stakeholders

5.4.1 Federal Government

The Federal Emergency Management Agency (FEMA) serves as the coordinator of federal resources and coordinates the assistance to affected state and local governments under the Stafford Act and the National Response Framework (NRF).

The NRF is an all-hazard, multi-discipline plan that establishes a single, comprehensive framework for the management of domestic incidents. It outlines the specific roles and responsibilities of various federal agencies and departments to support federal coordination of resources in response to natural or man-made disasters. The NRF provides mechanisms for an expedited and proactive federal response to prevent, prepare, respond, and recover from incidents. The NRF organizes the federal response into 14 Emergency Support Functions (ESFs), grouping capabilities and resources into functions of the primary and support agencies. ESF #12-Energy describes the role of the Department of Energy (DOE) to support energy asset owners and operators in maintaining and restoring energy systems and system components.

PG&E's interaction with FEMA and many of the federal agencies providing resources following a disaster would be requested through the State of California's SOC in Mather, California. PG&E's

presence in the SOC is managed through our relationship with the California Utilities Emergency Association (CUEA), described in the Mutual Assistance Strategy section later in this plan.

Depending on the nature of the emergency, PG&E would 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. Contact would generally be through the Liaison function in the EOC, the Legal Advisor, or in some cases through the Operations Section. These federal agencies include:

- The United States House of Representatives and the United States Senate, which are responsible for passing the statutory framework that is implemented by the various federal agencies such as the DOE, Department of Interior, Environmental Protection Agency (EPA), DOT, and Nuclear Regulatory Commission (NRC). 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.
- The Federal Energy Regulatory Commission (FERC), which regulates the transmission of electricity and wholesale sale of electricity in interstate commerce, as well as the transmission and sale of natural gas for resale in interstate commerce. FERC also regulates interconnections of transmission systems with other electric systems and generation facilities, tariffs and conditions of service of regional transmission organizations including the California Independent System Operators (CAISO) Corporation, and the terms and rates of wholesale electricity sales. FERC is responsible for monitoring dam safety, including requiring the preparation of emergency action plans for dam operations. FERC has the responsibility to approve and enforce 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, and to supplement state transmission siting efforts in certain electric transmission corridors that are determined to be of national interest. FERC has delegated enforcement of the Electric Reliability Standards to the North American Electric Reliability Corporation (NERC) and the Western Electricity Coordinating Council (WECC).
- The Department of Homeland Security (DHS), which is designated as the primary federal agency to execute the NRF and integrate other interagency plans such as the National Contingency Plan for Oil and Hazardous Materials (HAZMAT).
 - FEMA, within the DHS, has oversight of security for all gas-related incidents, and requires timely notification following a gas-related incident. Depending on the nature of the emergency, PG&E may coordinate with other branches of the DHS that have responsibility for addressing cybersecurity and other terrorist activity.
 - The United States Coast Guard may be requested to assist in emergency actions involving vessels and persons offshore, including following emergencies at DCCP.
- The DOT, which regulates the safe and secure movement of hazardous materials through its Pipeline and Hazardous Materials Safety Administration (PHMSA), including the movement of natural gas through pipelines.
- The National Transportation Safety Board (NTSB), which is an independent federal agency charged by Congress to determine the probable cause of transportation accidents, including accidents on pipelines.
- The NRC, which 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.

- The DOE, which is the primary federal point of contact within the energy industry for information sharing and requests for assistance from private and public sector owners and operators. DOE has the capability to dispatch radiological assistance teams to aid in radiological monitoring and provide technical guidance to state and local agencies during an emergency at DCP.
- The EPA, which provides trained health physics personnel, field sampling equipment, and laboratory facilities for assessment and radiological monitoring during an emergency at DCP.

5.4.2 State Government

The California Governor's Office of Emergency Services (Cal-OES, formerly Cal EMA) is the state agency charged with effectively preparing for, preventing, responding to, and recovering from all threats, crimes, hazards, and emergencies. PG&E's Liaison function includes a direct connection to Cal-OES's SOC through the mutual assistance agreement with CUEA. The SOC is the primary point of coordination for all state agencies. The State Emergency Plan (SEP) outlines the state-level strategy to support local governmental efforts during emergencies. The SEP also establishes the California Emergency Functions (CA-EFs) deemed essential to emergency management, led by a state agency to function within the four phases of mitigation, preparedness, response, and recovery. EF 12-Utilities Annex outlines the role of the California Natural Resources Agency (CNRA) and CUEA to support the utility infrastructure system throughout California.

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."

Depending on the nature of the emergency, PG&E will also establish direct contact with certain state agencies that directly regulate or have operational interaction with PG&E. This contact would generally be through the Liaison function in the EOC, the Legal Advisor, or in some cases through the EOC Operations Section. These agencies and their interfaces with PG&E are described below.

- The Office of the Governor of the State of California, which 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.
- The California State Legislature, which is responsible for passing the statutory framework implemented by the Administration and the 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.
- The California Energy Resources Conservation and Development Commission commonly called the California Energy Commission (CEC), which is the state's primary energy policy and planning agency. The CEC is responsible for the licensing of all thermal power plants over 50 MW; overseeing funding programs that support public interest energy research; advancing energy science and technology through research, development, and demonstration; and providing market support to existing, new, and emerging renewable technologies. In addition, the CEC is responsible for forecasts of 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.

- The California Air Resources Board (ARB), which is the state agency charged with setting and monitoring Greenhouse Gas (GHG) and other emission limits. The ARB is also responsible for adopting and enforcing regulations to meet Assembly Bill 32, the California Global Warming Solutions Act of 2006. The ARB adopted its final “cap-and-trade” regulations to help reduce GHG emissions gradually. In the event of an emergency, State Agency Relations is responsible for contacting the ARB on behalf of the Liaison Officer in the EOC.
- The CPUC, which regulates investor-owned electric and natural gas utilities operating in California, including PG&E, Southern California Edison (SCE), San Diego Gas and Electric Company (SDGE), and Southern California Gas Company (SoCal Gas). 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.
- The California Department of Public Health (CDPH), which provides emergency response assistance for nuclear power stations in California as outlined in the State of California “Nuclear Power Plant Emergency Response Plan,” and may direct businesses in responding to pandemics and other public health emergencies. Interaction with the CDPH in an emergency is through the DCPPE or through the Safety Officer in PG&E’s EOC.
- The California Department of Forestry and Fire Protection (CAL FIRE), which provides fire protection and stewardship for over 31 million acres of privately owned wild lands, and provides various emergency services in 36 of California’s 58 counties. Interaction with CAL FIRE in an emergency is the responsibility of the Operations Section, often at the local command post.

5.4.3 California Independent System Operator (CAISO)

CAISO manages the flow of electricity for about 80 percent of California. CAISO is the largest of about 40 balancing authorities in the western interconnection, handling an estimated 35 percent of the electric load in the West. A balancing authority is an entity responsible for operating a transmission control area. It matches generation with load and maintains electric frequency of the grid. CAISO monitors the status of the transmission system at all times. CAISO operates two control centers, with the main headquarters in Folsom and a second control room in Alhambra. The Folsom headquarters houses one of the most modern control centers in the world. The second center in Southern California is a fully-functioning facility that is ready to assume control of the grid within minutes.

5.4.4 Operational Area and Local Government

All local agencies are required to comply with the California Emergency Services Act, which authorizes each county Board of Supervisors to designate an Operational Area (OA) lead agency. SEMS incorporates ICS for a standard organizational structure and terminology at all emergency management levels in the state. In most counties, that OA lead agency is the Office of Emergency Services (OES).

The Operational Area:

- Coordinates planning for the Operational Area / County, and activates the Operational Area EOC and emergency operations plans, as needed
- Coordinates among local “political subdivisions” and the regional level of state government

- Maintains communications with the Regional Emergency Operations Center (REOC), local EOCs, and other agencies involved in the emergency
- Requests resources through the state, as needed

Local governments respond to protect lives, property and the environment during an emergency by deploying field-level emergency response personnel (e.g., law enforcement, fire, public works, etc.), activating emergency operations centers, and issuing orders to protect the public.

5.4.5 Community-Based and Non-Governmental Organizations (CBOs & NGOs)

NGOs and CBOs are key partners in providing assistance to those affected by a disaster, such as: housing, food, health services, mental health services, debris removal, clothing, transportation, financial assistance, etc.

California Voluntary Organizations Active in Disaster (VOAD) serves as a forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, recovery and mitigation—to help communities prepare for and recover from disasters. NorCal or SoCal VOAD may coordinate among non-profits, community-based organizations, government agencies, and for-profit companies.

6 Concept of Operations

6.1 Emergency Planning

6.1.1 Company Emergency Response Plan (CERP)

The CERP contains a base plan, which is an overarching document that contains consistent concepts, processes, and procedures that align with NIMS; an EOC staffing model for dual-commodity incidents; and coordination center roles and responsibilities that provide support across the enterprise. The Plan also contains information on Level 4 or Level 5 incident management preparedness, planning, and response.

Information specific to the emergency planning and response activities of the lines of business functions including Gas, Electric, Corporate Communications, Logistics, etc., are found in their respective annexes to the CERP. Information on Level 1 through Level 3 emergency responses is also contained in those annexes.

6.1.2 Preplanning

In order to prepare effectively for an emergency response, preplanning to understand details and/or steps of the response is necessary. Preplanning consists of identifying hazards and then developing response and mitigation measures for them. Preplanning can also consist of tools that aid in exercising a response to certain scenarios. Damage modeling, scenario creation, and System Outage Prediction Program (SOPP) model calculations are all part of preplanning for emergencies. PG&E uses both internal proprietary information and publicly accessible information to develop preplanning tools.

6.1.3 Damage Modeling

A significant aspect of emergency planning and response involves the use of damage modeling information to estimate the impacts of earthquakes. PG&E's EP&R and Geosciences organizations use the following tools:

- Dynamic Automated Seismic Hazard (DASH) reports, which provide information that helps prioritize inspections following an earthquake. DASH reports currently exist for gas distribution, gas transmission, gas stations, power generation facilities, and CRE facilities.
- ShakeCast/EDM (Electric Damage Model) that provides information which helps understand potential damages to the electric distribution system. Using the United States Geologic Survey (USGS) ShakeMap, asset data, and models describing how fragile assets are to earthquake risks, ShakeCast/EDM computes the potential damages and number and type of emergency resources needed to restore electric service.

6.1.4 System Outage Prediction Program (SOPP) Model

The SOPP model consists of meteorology data from the last 10 years overlaid with previous response information for similar weather forecasts. This tool, can estimate the number and type of

resources needed to restore the system to normal operations. The SOPP model is published daily and is distributed enterprise-wide.

6.2 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 the **property** of the public, PG&E, and others
- **Restore** gas and electric service and power generation
- **Inform** customers, governmental agencies and representatives, the news media, and other constituencies
- **Restore** critical business functions and move towards business as usual

These priorities are maintained through all phases of response to an emergency.

6.3 Emergency Plan Activation

To ensure a consistent and well-coordinated response to emergencies, the company developed the following emergency classification system known as PG&E Incident Levels. Incident levels range from 1 to 5, with Level 1 representing the least damage to PG&E's systems and Level 5 representing a catastrophic incident.

6.3.1 Levels of Emergency and Activation Criteria for PG&E

PG&E's Incident Levels⁵ are useful decision support tools that help PG&E understand the complexity of an incident and the actions that may be employed at each level (e.g., emergency center activations, resources needed, etc.). This information is summarized in [Table 6.1](#).

Table 6.1 Incident Levels and Emergency Center Activation

Type	Level	Description	Emergency Organization Activated
Routine	1	Routine. These incidents involve a relatively small number of customers, such as those managed during routine operations. Local resources are sufficient to respond. There is little to no media coverage.	<i>ICP</i>

⁵ Workload is the primary unit used to determine the need to escalate. Also, during an incident where more than one commodity is impacted, the overall company incident level will 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 will be at a Level 4.) If needed, an MCV can be activated at any level.

Table 6.1 Incident Levels and Emergency Center Activation

Type	Level	Description	Emergency Organization Activated
Elevated	2	Elevated. This is a pending potential incident or a local emergency that requires more than routine operations response. Resources are mainly local, but there is a possibility that resources may need to move within the region. This level could have increased media interest.	<i>ICP; possible OEC activation</i>
Serious	3	Serious. The serious incident involves large numbers of customers. Resources mainly move within the Region, but may need to move between regions. This level could have increased media interest and actual or imminent negative coverage.	<i>ICP/OEC; possible REC, GEC, EOC activation</i>
Severe	4	Severe. This is an escalating incident with company impact/extended multiple emergency incidents that affect a large number of customers. Resources move between regions, general contractors are used, and mutual aid may be needed. This level may have heavy media interest and potential reputational risk.	<i>ICP/OEC/REC/GEC/EOC</i>
Catastrophic	5	Catastrophic. This is a catastrophic incident that includes multiple emergency incidents, affects a large number of customers, has a significant cost, and significant infrastructure risk/damage. This level of emergency affects the company and the ability to conduct business operations. The full mobilization of company resources is needed to respond, and mutual aid resources are needed. This level may have heavy media interest and actual reputational risk. The EOC and Executive Team are activated.	<i>ICP/OEC/REC/GEC/EOC</i>

Level 1 – Routine. These incidents involve a relatively small number of customers, such as those managed during routine operations. Local resources are sufficient to respond. This level does not require the activation of an emergency center.

- Media/external interest: Routine local emergency or customer issue with little to no public or media interest.
- Electric, Gas, and Power Generation example incidents include: Car/pole accident, gas leak requiring routine response, small on-site oil or chemical spill.

- Cybersecurity⁶: No unusual activity exists beyond the normal concern for known hacking activities, known viruses, or other malicious activity. Examples include: normal probing of the network or low risk virus infections on the utility data networks.
- Information Technology (IT): Involves one or a small number of IT systems or applications with low to moderate impact. Incidents are managed locally as part of routine (day-to-day) operations. Examples include application failure, network device failure, performance degradation, etc.
- Diablo Canyon Power Plant (Unusual Event)⁷ : Potential plant safety degradation, possible security threat, no radiation release requiring off-site monitoring expected, no DCPD ERF activation, limited media interest.

Level 2 – Elevated. This is a pending potential incident or a local emergency requiring more than a routine operations response. Resources are mainly local, but there is a possibility that they may need to move within the region. Emergency center activation includes Operations Emergency Center (OEC) communications only, OEC activation is possible.

- Media/external interest: Local emergency or customer issue with increased public, media, government, and/or regulatory interest.
- Electric: 2-4 times average EDO workload, 20,000 to 100,000 customers out, 5-7 ET Outages/Area of Responsibility (AOR), restoration is typically less than 24 hours, but could be up to two days, OEC Communications Only, OEC activation possible. Example incidents include moderate winter storm, winds 30-40 mph (EDO) or >35 mph (ET).
- Gas: Restoration duration is 1-2 days; regular shift with some on extended overtime, OEC activation. Example incidents include major over-odorization, dig-in local gas regulation or system equipment failure causing significant interruption or multiple leaks, and Cold Winter Day (CWD) operations with gas curtailment strategy.
- Power Generation: Multiple Operations and Maintenance (O&M) crews from within a single area, construction or other support teams, if needed. Example incidents include fire, flood, small chemical release, oil spill into waterway, canal leak, an earthquake greater than a magnitude 5.0.
- Facilities: Minor storm or other physical damage to a building causing disruption to occupants' use of the building.
- IT: Larger, more widespread events potentially impacting one or more Lines of Business (LOBs) or geographic areas. May require IT resources from multiple IT groups to resolve. Incidents are managed using normal operating procedures. Examples include: network infrastructure impacting a facility or geographic area, data center issues impacting multiple IT systems, initial virus outbreak or discovery, etc.
- Cybersecurity: Unusual activity exists. Examples: Critical vulnerability is discovered but no exploits are reported, a critical vulnerability is being exploited but there has been no significant impact identified within the PG&E environment, a new virus is discovered with the potential to spread quickly across the PG&E environment, credible warnings of increased

⁶ Cybersecurity uses the Multi-State Information Sharing and Analysis Center (MS-ISAC) descriptions.

⁷ Diablo Canyon Power Plant uses the following emergency classification labels: Unusual Event, Alert, Site Area Emergency, and General Emergency. This is required by the National Regulatory commission and is grounded in federal law [10 CFR 50.47(b)].

probes or scans against PG&E or the industry, compromise of non-critical systems that did not result in loss of data or operational impact.

- Diablo Canyon Power Plant (Unusual Event) (Same as Level 1.): Potential plant safety degradation, possible security threat, no radiation release requiring off-site monitoring expected, no DCPD ERF activation, limited media interest.

Level 3 – Serious. This serious incident involves large numbers of customers. Resources mainly move within the region, but may need to move between regions. Emergency center activation includes OEC activation, REC, GEC, and EOC activation possible.

- Media/external interest: Local or regional emergency with increased public, media, government, and/or regulatory interest and potential reputational risk to the company.
- Electric: 4-10 times EDO workload, 100,000 to 300,000 customers out, 7-10 ET Outages/AOR, restoration is 1-3 days, OEC is activated, REC and EOC activation possible. Example incidents include significant winter storm, winds 35-50 mph (EDO) or >50 mph (ET), and significant earthquake.⁸
- Gas: Restoration duration is 2-4 days, regular shift and additional resources placed on 12-16 hour schedules, local crews with outside resources brought in from other divisions, possible Gas Construction (GC) resources mobilized, OEC activated, REC and EOC/GEC activation, if necessary. Example incidents include: Gas-related fire, injury, or significant property damage; earthquake, landslide, or wildfire with gas-related injury or fatality, or major gas transmission impacts with severe gas distribution interruptions.
- Power Generation: Multiple O&M crews from within a single area, construction or other support teams, if needed. Example incidents include significant earthquake, large chemical release into sparsely populated area, gas supply line failure, unscheduled/uncontrolled release, fatality in waterway, serious dam or waterway leak.
- Facilities: Minor to moderate damage to multiple company buildings as a result of a storm or flooding.
- IT: Event with increased risk, or impacting one or more LOBs or geographic areas. Critical infrastructure or applications unavailable for a time exceeding their assigned Recovery Time Objective (RTO). May require IT resources from two or more groups to resolve. ENOC consults with ITCC leadership to determine whether ITCC activation is appropriate. Examples include: escalating impact of network/computing infrastructure affecting a facility or geographic area, widespread virus outbreak, Call Center significantly impacted, significant voice communications disruption, significant disruption to critical Operational Technology (OT) systems (SCADA, EMS, RAS, etc.).
- Cybersecurity: Indicates a significant risk due to increased hacking, virus, or other malicious activity that could compromise PG&E's environment or diminish service. Examples: An exploit for a critical vulnerability exists within PG&E's environment that has the potential for significant disruption of PG&E operations, compromise of secure or critical systems containing PG&E confidential or restricted information, a distributed denial of service attack.
- Diablo Canyon Power Plant (Alert): Actual or higher-potential plant safety impact, real security/hostile action threat, radiation release within EPA PAGs, DCPD ERF activation, county EOC activation, localized media interest.

⁸ PG&E's Geosciences organization recommended the qualitative description of "significant earthquake" rather than listing a specific magnitude for Levels 3-5.

Level 4 – Severe. This is an escalating incident with company impact/extended multiple emergency incidents that impact a large number of customers. Resources move between regions, general contractors are used, and mutual assistance may be needed. Emergency center activation: OEC, REC, GEC and EOC are activated.

- Media/external interest: Severe emergency or customer issue with considerable public, media, government, and regulatory interest across multiple regions and at the state and national level; potential reputational risk to the company.
- Electric: 10-32 times EDO workload, 300,000 to 750,000 customers out, 2-6 days restoration, 10-14 ET Outages/AOR, OEC, REC, and EOC are activated. Example incidents include major windstorm, winds 40-60 mph (EDO) or >60 mph (ET), and significant earthquake.
- Gas: Restoration is greater than 5 days, rotating shifts implemented for duration of incident, GC resources mobilized across regions, contractors may be required, curtailment of routine work. Example incidents include gas-related explosion; pipeline rupture with significant public safety issues; significant earthquake affecting multiple divisions with confirmed gas-related injuries, fatalities, or severe property damage; and major gas transmission impacts with severe gas distribution interruptions.
- Power Generation: Multiple O&M crews from more than one area, construction, general contractors, and additional support teams. Example incidents include 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.
- Facilities: Significant earthquake, or major facility incident or condition at a CRESS critical facility causing significant impact to occupants and use of the facility.
- IT: Significant / Large IT events with escalated impact to multiple LOBs or geographic areas. Requires resources from various IT groups to coordinate and resolve. ITCC is activated to provide focused leadership and event management. Examples include: unplanned, prolonged data center outage; Contact Center down; prolonged, widespread disruption to critical Operational Technology (OT) systems or to the Utility Data Network (UDN).
- Cybersecurity: Indicates a high risk of increased hacking, virus or other malicious cyber activity that targets or compromises PG&E's core infrastructure. Examples include 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, and multiple denial of service attacks against critical infrastructure services.
- Diablo Canyon Power Plant (Site Area Emergency): Critical plant operations compromised, possible systems failures, hostages/plant damage due to hostile action, radiation release beyond site boundary expected to be within EPA PAGs, DCPD ERF activation, local, state, and national media interest.

Level 5 – Catastrophic. This is a catastrophic incident that includes multiple emergency incidents, impacts a large number of customers, has a significant cost, and significant infrastructure risk/damage. This level of emergency affects the PG&E's ability to conduct business operations. Full mobilization of company resources is needed to respond, and mutual assistance resources are needed. Emergency center activation includes the OEC, REC, GEC, and EOC. The Executive Team is also activated.

- Medial/external interest: Catastrophic emergency or customer issue with extensive public; media; government and regulatory interest across multiple regions; and at the state, national and international level. Potential reputational risk to the company.
- Electric: Greater than 32 times EDO workload, greater than 750,000 customers out, >14 ET Outages/AOR, greater than six days restoration, mutual aid needed, OEC, REC, and the EOC are activated. Example incidents include major to catastrophic storm incident, wind greater than 60 mph (EDO) or >75 mph (ET), and significant earthquake.
- Gas: Restoration is greater than 10 days, rotating shifts implemented for duration of incident, mutual aid needed, OEC, REC, GEC, and EOC are activated. Example incidents include: major earthquake with uncontrolled risk of injury or fatality, property damage; multiple pipeline rupture with significant public safety issues; or multiple uncontrolled major gas releases or gas-fed fires across system with long duration gas interruption expected.
- Power Generation: Multiple fatalities, widespread property damage (e.g., high hazard dam failure); outside assistance needed.
- Facilities: Significant incident causing catastrophic damage to multiple sites (e.g., major Bay Area earthquake, major flooding due to levee break).
- IT: Extensive / widespread, prolonged IT events with escalated impact across multiple LoBs. Requires resources from various groups within IT and across LOBs to coordinate and resolve. EOC is activated to provide focused leadership and event management across the enterprise. Examples include widespread prolonged events impacting critical network and computing infrastructure simultaneously (data centers, contact centers, transmission and data networks).
- Cybersecurity: Indicates a 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. Examples: 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.
- Diablo Canyon Power Plant (General Emergency): Real/imminent substantial core damage, potential loss containment integrity, site control loss due to hostile action, radiation release beyond site exceeds EPA PAGs, DCPD ERF activation.

6.3.2 Activation Process

6.3.2.1 Emergency Center Activation

Each emergency center has its own activation protocols, and gas and electric also each have protocols for activation that can be found in the Gas and Electric annexes. This section describes the typical use of different emergency centers and their reporting structure. Coordination centers' hierarchy can be found in their respective annexes.

6.3.2.2 Activation Triggers and Authority – Company Emergencies

A Level 1 emergency requires no special trigger and is managed locally following existing procedures. In an escalating incident, local management will notify the 24-hour EOC On-call representative about the nature of the incident and the potential for escalation.

An activation matrix is used by the EOC On-call or on-scene Initial Assessment Team to determine whether to activate the emergency operations plan.

Declaration of emergency incidents at Level 2 or greater can be triggered at PG&E in one of two ways: The escalation of a Level 1 emergency, or the 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. If the plan is activated for a Level 3 emergency, an REC 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. 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 pre-designated ICs, the vice president of Electric Distribution, the senior vice president (SVP) of Electric Transmission and Distribution, the EVP of Gas, and their pre-designated alternates. In their absence, any company senior officer may make the decision to activate the EOC. Additional lines of business 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 vice president of Electric Distribution. [If the director of EP&R is not available, the request may be submitted to the following (listed in priority order): the ICS and Emergency Management manager, the director of EMAP, or the vice president of Electric Distribution.]

If the plan is activated for a Level 4 or Level 5 emergency, the EOC is activated.

In addition, in the event of a self-evident, major emergency (e.g., an earthquake), the director of EP&R or a pre-designated alternate may initiate activation of the EOC without the prior approval of the IC or an alternate.

All personnel with the authority to activate the EOC also have authority to determine if the EOC will activate in the primary facility in San Francisco, the alternate facility in San Ramon, virtually through Internet and telephone, or at some other location.

6.3.2.3 Activation Triggers and Authority – Electric Emergencies

The emergency center Commanders and the EOC On-call 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. While the EOC On-call can conduct an initial assessment and recommend the activation of a plan/facility to the appropriate emergency center Commander, the decision to activate an emergency center is at the discretion of the Commander, and is based on the complexity of the incident.

A Level 1 emergency requires no special trigger, and is managed locally following existing procedures. In an escalating incident, or if a division's outage thresholds are met, Central Electric Dispatch or the On-call supervisor notifies the OEC Commander about the nature of the incident and the potential need to activate the OEC.

6.3.2.3.1 OEC Activation Requirements

OEC activation may occur under any of the following criteria [costs associated with criteria 1-3 may be changed to the Major Emergency Balancing Account (MEBA)]:

1. Major Emergency Event where:
 - a. A division exceeds the total number of transformer and above outages noted in the OEC Activation Requirements Procedure, and
 - b. The outages are stable, with the majority of outages unassigned.
2. Pre-Event where:
 - a. A PG&E division's Distribution System Operations SOPP forecast is at a Category 2 or above and PG&E predicts that the event will ultimately meet the requirements of criteria 1, above.
3. A wildfire event that does not meet criteria 1 and 2, where:
 - a. The wildfire event is under way,
 - b. PG&E de-energizes electric distribution facilities to mitigate public safety risk 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
 - c. PG&E mobilizes resources from outside the affected district to address the wildfire event.
4. By direction of any Electric director.
5. As requested by Electric leadership below the director level.

6.3.2.3.2 REC Activation Triggers

The REC Commander may authorize activation of an REC for reasons including, but not limited to the following:

- A Level 3 or greater emergency
- Multiple OECs are activated
- At the request of the OEC Commander, EOC Commander, or EOC On-call

6.3.2.3.3 ETEC / STOEC Activation Triggers

The Directors of Transmission Operations, Transmission Line, or Substation may authorize activation of STOEC and/or ETEC for reasons including, but not limited to the following:

- Level 3 or greater emergency
- At the request of the System Dispatcher
- Incidents that affect the Bulk Electric System

6.3.2.3.4 EOC Activation Triggers

The EOC Commander may authorize activation of the EOC and needed support centers for reasons including, but not limited to the following:

- A Level 3 or greater emergency

- Multiple RECs are activated
- At the request of the EOC On-call or REC Commander
- Response to the emergency would be better served by managing resources and operations centrally
- Prioritization for the use of resources across regions is necessary

In addition to the Electric EOC Commander, the EVP of Electric has pre-designated the following personnel to activate the EOC: Senior vice president (SVP) of Electric Transmission and Distribution, vice president of Electric Distribution, director of Restoration Field Operations, director of System Operations and Control, and the director of EP&R.

All personnel with the authority to activate the EOC also have the authority to determine if the EOC will activate in the primary facility in San Francisco, the alternate facility in San Ramon, virtually through Internet and telephone, or at some other location.

6.3.2.4 Activation Triggers and Authority to Activate – Gas Emergencies

The Gas Incident Level Matrix and Gas Emergency Response Plan (GERP) – Concept of Operations specifies:

- Staff with the authority to activate the emergency operations plan
- Triggers for emergency center activation, and
- Guidance for establishing the appropriate level of activation

A Level 1 emergency requires no triggers and is managed by the local supervisor following existing standards and procedures. At the scene of a Routine (Level 1) gas emergency, activities of on-scene response personnel are typically managed at a Gas M&C or GT O&M ICP location. The IC 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. In the event of an escalation in the severity of the emergency, an OEC may be activated to support the ICP.

6.3.2.4.1 OEC Activation Triggers

The OEC Commander, GTCC manager, GDCC manager, M&C supervisor, M&C superintendent, GT O&M supervisor, GT O&M superintendent, or any of their designees/delegates has authority to activate the OEC. OEC activation triggers are listed below:

- 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
- More than 200 estimated customer outages
- Incidents requiring out-of-area GSR resources or out-of-region M&C personnel
- More than 50 unplanned service interruptions or re-light efforts that are forecasted to last more than 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 gas transmission system outages or potential for outages, and limited resources available
- 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
- Gas Quality incident: High or low British thermal unit (BTU), high dew point, high hydrogen sulfide (H₂S), high carbon dioxide (CO₂), low odorant, high odorant, total sulfur, or total injected odorant (TIO), high oxygen (O₂)

6.3.2.4.2 REC Activation Triggers

The region director, REC Commander, EOC Commander or GEC IC, M&C North director, M&C South director, or any of their delegates have authority to activate the REC. REC activation triggers are listed below:

- The activation of two or more OECs
- Deeming an emergency of sufficient scope to require activation of the REC, which can be done at any time

6.3.2.4.3 GEC Activation Triggers

The executive vice president of Gas, the GEC Commander, the director of Emergency Management (Gas), the senior director of Gas System Operations, the vice president of Electric Distribution, the senior vice president of Engineering Construction and Operations (Gas), the vice president of Gas Transmission and Distribution (GT&D) Operations, the vice president of Gas Major Projects and Programs, the vice president of Engineering Design, the senior director of GSO, the director of Gas Transmission Operations and Maintenance, the senior director of Corporate Security, and any of their designees/delegates have authority to activate the GEC.

GEC activation triggers are listed below:

- Loss of transmission or distribution facilities that causes 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
- National or state media contact: Major media organizations that include county, state, and national level agencies
- CWD or below-freezing temperatures, based on temperature forecasts

6.3.2.4.4 EOC Activation Triggers

The EVP of Gas, the EOC Commander, the director of Emergency Management, the senior director of Gas System Operations, the vice president of Electric Distribution, the senior vice president of Engineering Construction and Operations (Gas), the vice president of Gas T&D Operations, the vice president of Gas Major Projects and Programs, the vice president of Engineering Design, the senior director of GSO, the director of Gas Transmission Operations and Maintenance, the senior director of Corporate Security, and any of their designees/delegates have authority to activate the EOC. EOC activation triggers are the same as the GEC activation triggers.

6.3.2.5 Activation Triggers and Authority to Activate – IT and Cyber Emergencies

The IT and Cybersecurity Annexes to the CERP provide additional details on activation triggers and guidance for establishing the appropriate level of activation.

Level 1 and 2 emergencies require no special trigger and are managed by the:

- Enterprise Network Operations Center (ENOC), which is led by the ENOC Service Manager, for an IT incident.
- Cyber Security Incident Response Team (CS-IRT) and Cyber Security Incident Management Team (CS-IMT) for a cyber security incident.

6.3.2.5.1 ITCC Activation Triggers

Using the activation matrix and IT and cyber incident level criteria, the ENOC Service Manager may recommend activation of the ITCC, and the ITCC Group Supervisor (if the EOC is not activated), IT Branch Director, or IT Officer may authorize the activation of the ITCC. Activation reasons include, but are not limited to the following:

- A 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

Level 3 emergencies may require partial or full activation of the ITCC, and Level 4 or 5 emergencies require the activation of the ITCC.

6.3.2.5.2 Recommendation to Activate the EOC

In an escalating incident which meets Level 4 or 5 criteria, the ITCC Group Supervisor may recommend the activation of the EOC to the on-call IT Branch Director and on-call IT Officer. The IT Branch Director or IT Officer will determine if the event meets the appropriate incident criteria for EOC activation, and if so, will contact the director of EP&R, (or pre-designated alternate, as listed in Section 6.3.2.2), to request EOC activation.

6.3.2.6 Triggers – Physical Security

A physical attack on a PG&E facility or employee will result in the notification of Corporate Security through the Security Control facility in Fairfield. The authority to declare a Level 3 or greater emergency and recommend the activation of the EOC for physical security incidents rests with the director of Corporate Security or pre-designated alternates. The pre-designated alternates for physical security incidents are the manager of Asset Protection and Physical Security, the manager of Security Investigations and Operations and the manager of Physical Security – Security Operations Center. (The request to activate the EOC is submitted to the director of EP&R, or pre-designated alternate, as listed in Section 6.3.2.2.)

6.4 Response Sequence

6.4.1 Readiness

All employees involved with emergency response should become familiar with the CERP, applicable line of business annexes to the CERP, and their respective emergency centers' contact lists. The following sections provide guidelines to prepare for an emergency incident.

6.4.1.1 Weekly Situational Awareness Call

EP&R hosts a Weekly Situational Awareness Call (WSAC). Line of business representatives are invited to join the WSAC to report out on any emergency activations, large clearances in progress or anticipated, media inquiries, network upgrades that may compromise 24/7 Control Center operations, status of gas and electrical systems, etc. Notes are taken and emailed out to participants on the call. Lines of business not in attendance are contacted by EP&R to provide relevant information to be shared with the enterprise.

6.4.1.2 EOC On-call Teams

There are four on-call EOC teams: Alpha, Bravo, Charlie, and Delta. These teams are on-call for a two-week period and are expected to report to the EOC or the alternate EOC, if activated. Each team has an EOC Commander, Command Staff, and General Staff, including staff in Operations, Logistics, P&I, and Finance and Administration. Staff for these positions is sourced from across the enterprise. 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 these lines of business use the on-call teams can be found in their respective annexes to this CERP.

6.4.1.3 Call-out Procedures

Each emergency center will maintain call-out procedures to ensure adequate staffing levels for every emergency. When warranted by the magnitude of a significant emergency (e.g., earthquake), all levels of the EMO are expected to report immediately to their assigned location for emergency assignment.

For the EOC, the director of EP&R maintains an EOC On-call roster, with appropriate contact information, for key emergency response personnel. The director of EP&R can use a variety of ways to notify the on-call teams about EOC activation and the need to report in to work. Send Word Now and ARCOS are notification systems used by EP&R to contact on-call teams and request their status, direct them to come into the EOC, or connect them instantly to a conference call.

Call-out procedures and the technologies used by each line of business can be found in their supporting annex to this plan.

6.4.2 Pre-incident Situational Awareness

Pre-incident actions of PG&E's EMOs are the result of warnings, watches, advisories, or other alerts that provide advance notice of an impending incident. Actions taken may include 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, and canceling or postponing non-critical meetings. If warranted, affected emergency centers may be activated in anticipation of an incident occurrence.

Pre-incident preparations should be incorporated into the emergency response and restoration operations at every level of the EMO. Appropriate proactive measures shall be taken when identified triggers have been met at the direction of the EOC Commander.

6.4.3 Establish Command

For emergencies involving a single commodity or line of business, a company officer overseeing that commodity or line of business may act as IC or emergency center commander, or will pre-designate qualified individuals to assume command. For Level 4 or 5 emergencies involving more than one commodity or line of business, one of the PG&E's senior officers may act as the EOC Commander, or will pre-designate qualified individuals to assume command. The list of qualified EOC Commanders for a company-wide Level 4 or 5 emergency is maintained by EP&R. 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.

6.4.4 Make Safe

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 Gas and Electric annexes to this CERP.

6.4.5 Notification

6.4.5.1 Internal Notification

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. At Diablo Canyon, notification should occur within 10 minutes of the start of an incident, and supplemental emergency organization personnel will be on-site at pre-designated locations within 60 minutes.

When a decision is made to open the EOC, the authorized IC or officer notifies the director of EP&R, advising them whether the primary or alternate EOC is being activated and the time frame for activation. The director then notifies the EOC On-call, who readies the facility for use⁹. If the director is unavailable, the EOC manager is notified directly by the EOC On-call. The authorized IC or officer also notifies the EOC On-call to activate the EOC personnel.

When the EOC is activated, the EOC On-call or their designee uses a notification process and electronic mail and paging list identifying the on-call personnel for each role in the EOC. Notification may be made directly by the EOC On-call, or may be made through an electronic notification system, such as Send Word Now.

For company emergencies, including natural disasters such as earthquakes, notification may be challenging or impossible. Personnel with a role in the emergency organization have been instructed to report to pre-defined locations, if possible, following a natural disaster such as an earthquake. 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, GEC, REC, OEC, or their designated center for further direction.

6.4.5.2 External Notification

Once the EOC is activated, the LNO in the EOC will direct Government Relations teams to notify the government officials that represent the affected area, and will coordinate messaging with the PIO in the Public Information Office. Under direction of the LNO, local Government Relations personnel will notify the local OES and city/county officials, as appropriate. The State Government Relations team will notify the Office of the Governor of the State of California and the California State Senate and Assembly. The Federal Government Relations team will notify members of Congress and the United States Senate, if appropriate.

⁹ 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 San Ramon. The primary EOC can be active immediately; the AEOC requires two hours of set up time from notification.

6.4.5.2.1 Regulatory Reporting

Required timely notifications to specific governmental agencies (e.g., CAISO, CPUC, and DOT) are required following specific types of incidents. These notifications are made by pre-designated personnel in the appropriate line of business or in PG&E's Regulatory Relations department as part of its emergency procedures. Records of these notifications are maintained and provided to the Documentation Unit in the EOC, if the EOC is activated. The LNO is responsible for ensuring that all required notifications are made.

For incidents occurring at DCP, the Control Room at the plant will notify the San Luis Obispo County Sheriff's Office, the State Warning Center, and the Nuclear Regulatory Commission Operations Officer by telephone. The notification includes specific information on the incident, identifies 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 6.2 below. For additional details on external agency communication / coordination and outage notifications / reporting, refer to Sections 8.2 and 8.3.

Table 6.2 External Agency / Stakeholder Notifications¹⁰

External Agency / Stakeholder	Reporting Criteria	When?	Responsible Department
CPUC Energy Division of Emergencies and California Office of Emergency Services (Cal OES) Warning Operations Center	EOC Activation or major electric outage (Refer to G.O. 166) ¹¹	Within one hour	EOC Manager
CAISO, WECC, and NERC	Disruptive event that has the potential to or impacts the BES (Refer to OE 417 and NERC Reliability Standard EOP-004-2)	On day of event	VGCC
DOE	Event that has potential to or impacts the BES [Refer to Electric Emergency Incident and Disturbance Report (OE 417)]	Within one hour or six hours, depending on the event criteria	VGCC

¹⁰ For additional details on external agency notifications, refer to the procedures or regulations noted under reporting criteria, as well as the functional and hazard-specific annexes to the CERP. For example, refer to PG&E's Cybersecurity Annex for cybersecurity-related 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.

¹¹ 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, where the EOC is activated. Refer to Section 8.3 for the CPUC's definition of a major outage.

External Agency / Stakeholder	Reporting Criteria	When?	Responsible Department
DOT	Reportable Gas Incidents (Refer to Utility Procedure TD-4413P-01)	Within one hour	District/Division IC compiles info, Gas CPUC/DOT On-Call Representative files reports
CPUC	Reportable Gas Incidents (Refer to Utility Procedure TD-4413P-01)	Within two hours (working hours); within four hours (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 (Refer to DCPPE Emergency Plan/Nuclear Annex)	Within 15 minutes	DCPP
Nuclear Regulatory Commission Operations Officer	Declaration of Unusual Event, Alert, Site Area Emergency, General Emergency (Refer to DCPPE Emergency Plan/Nuclear Annex)	Within 60 minutes, unless due to Hostile Action, then as soon as possible	DCPP
Local OES, City/County Officials, Office of the Governor, CA State Senate and Assembly, Congress and US Senate, as appropriate	Courtesy notification to government officials that represent the affected area, as needed	As appropriate	Liaison Officer; Local, State or Federal Government Relations
Cal OES	Cal OES Warning Center criteria is listed above. Other notifications—no specific threshold.	As appropriate	EP&RS
California Utilities Emergency Association (CUEA)	No specific threshold	As appropriate	EP&RS
California Energy Commission (CEC)	No specific threshold	As appropriate	Liaison Officer; State Agency Relations
Federal Bureau of Investigations (FBI)	Major law enforcement matter	As needed	Corporate Security (physical security) or Cyber Security (for cybersecurity incidents)
U.S. Securities and Exchange Commission	No specific threshold	As appropriate	Legal
Media Outlets, Social Media, PGE.com	No specific threshold	As appropriate	Corporate Relations / Public Information Officer (PIO)

External Agency / Stakeholder	Reporting Criteria	When?	Responsible Department
Customers	Outages	<ul style="list-style-type: none"> Automated electric outage notification (calls/texts) to residential customers (commercial customers opt-in) Outage updates (opt-in) PGE.com information on current electrical outages Additional calls, as determined by CSO 	Customer Care / Customer Strategy Officer (CSO)

6.4.6 Damage Assessment

There are two key steps to the assessment process:

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

In order to facilitate prioritization of restoration and resource deployment in a Level 2 or greater emergency, information is required regarding damage sustained and estimates of work required to restore equipment to operations. Local facility management, RMC employees, and field personnel are trained to identify and report the condition of damaged equipment to the OEC. The OEC will consolidate the damage assessment and pass the information up to the REC or GEC; the information is then passed to the P&I Section in the EOC, if it is activated.

Damage assessment may take considerable time following an emergency and requires specially qualified personnel to complete correctly. In larger emergencies, damage assessment information will not be available immediately. 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 \(RMI-04\)](#) provides key damage assessment response protocols based on IDE procedures for Gas.

The P&I Section provides consolidated damage assessment; outage and restoration estimates; and forecasts to other sections, the Command Staff, and the Public Information Office.

6.4.7 Safety Standby

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 to this CERP.

6.4.8 Resource Management

Refer to Section 7 for details on resource management, mutual assistance, and demobilization.

6.4.9 Restoration

Both Gas and Electric organizations have detailed processes, tools, and technology to develop restoration plans. During any activation, it is the responsibility of field crews to assess the expected time of restoration based on the current situation and with current resources. 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 to seek mutual assistance from another company. Mutual assistance during a dual-commodity incident is handled through the EOC. For more details on Gas and Electric restoration tools, refer to their respective annexes to this CERP.

In larger emergencies when resources are constrained, it may be necessary to establish work priorities for restoration of service. These priorities are operationally driven, and are primarily focused on restoring as many customers as soon as possible. Priorities may need to be modified, however, to accommodate the needs of the communities we serve. 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, working with local government and other impacted utilities.

The IAP includes these incident objectives and reflects the tactics necessary to manage an incident during an operational period¹². Changes to an incident's objectives/priorities are reflected in updates to the IAP.

¹² 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.)

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7 Resource Management, Mutual Assistance, and Demobilization

During any emergency incident, PG&E personnel play the central role in restoring service to customers. In order to respond effectively, resources must be organized, assigned, directed, tracked, and otherwise managed throughout the duration of an incident. The following sections describe PG&E's approach to resource management during emergencies.

7.1 Resource Management during an Emergency

7.1.1 Check-in and Check-out Process

Resource management begins with accurate check-in and check-out processes of available personnel. Understanding which resources you have during an incident is critical to an effective response.

The Resource Unit will establish and oversee the check-in/out function at designated incident locations and emergency centers. Keeping accurate accounts of all checked-in personnel is vital for tracking resources and is essential for personnel safety, accountability, and fiscal control.

7.1.2 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 and time to mobilize
- Crew complement (size, expertise, equipment)
- Financial impact

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

7.1.3 EOC Resource Planning Roles and Responsibilities

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

Position	Resource Planning Responsibilities
Incident Commander (IC)	Reviews resource plans with P&I 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. Helps to collect requirements and facilitate discussion between Logistics and Operations.

Position	Resource Planning Responsibilities
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. This position also incorporates feedback from the Resource Management Unit to develop ETORs based on current staffing, outages, and projected system damage.
Resource Management Unit Leader	Builds current base resource plan and anticipates staffing requirements based on the work plan provided by Advanced Planning. Works closely with Advanced Planning and Resource Tracking to build staffing plans and signal the need for additional resources.
Resource Tracking	Oversees crew transfers between regions and divisions and tracks resources. The position works closely with the Resource Management Unit Leader to coordinate inter-region and division transfers to ensure that the required crews reach their destination.
Mutual Assistance	Coordinates with external stakeholders and utilities to provide additional support during large-scale emergency events. This position serves as an interface between Logistics and the Resource Management Unit to close any staffing gaps.
Contractor Management	Similar to Mutual Assistance Support, this position coordinates with the Resource Management Unit to acquire contractors to meet resource demands.

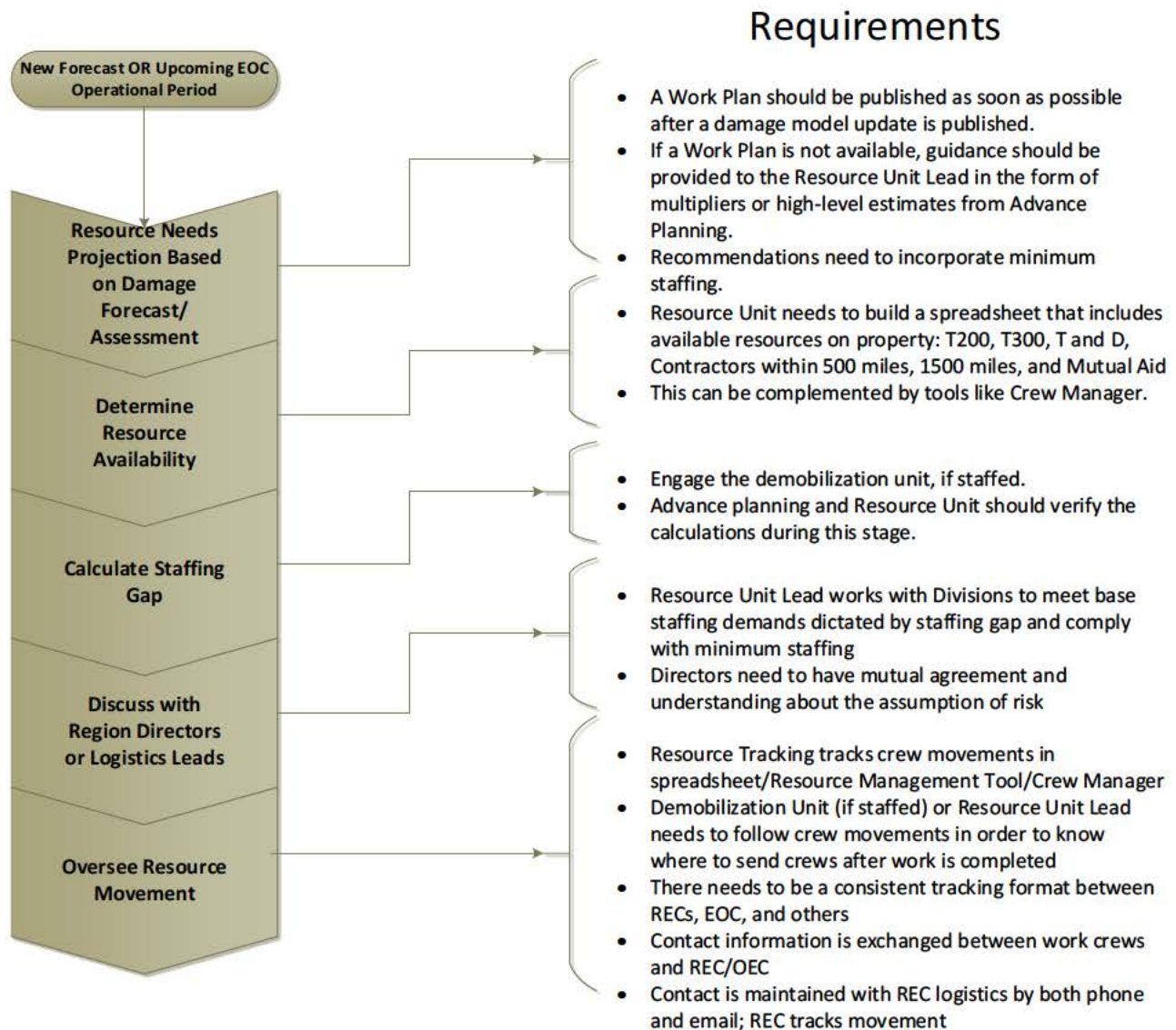
EOC Resource Process and Requirements

Figure 7.1 outlines a high-level EOC resource allocation process map with defined requirements for each step. The process map is the same for both Gas and Electric events, with the exception of the Demobilization Unit for Gas Operations. (In the GEC, the Resource Unit Leader currently assumes the duties of the Demobilization Unit.)

The process is repeated throughout the duration of the event, and can occur days in advance if there is an impending storm that could cause significant damage. Since the EOC is frequently receiving new restoration or damage model information, the resource plans and the associated staffing levels are updated to reflect these changes.

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.

Figure 7.1 EOC Resource Allocation Process Map



7.1.4 Resource Movement Management

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

Emergency Center	Ordering Authority	Managing Authority
No Emergency Center	<i>Electric:</i> Local Supervisor or above <i>Gas:</i> Region General Construction Superintendent or GEC On-Call	<i>Electric:</i> Local Supervisor or above <i>Gas:</i> Region General Construction Superintendent or GEC On-Call
OEC, STOECC	Logistics Section Chief	Resource Unit Leader
REC, GEC, ETECC	Logistics Section Chief	Resource Unit Leader
EOC	EOC Logistics Section Chief (non-personnel request); EOC Resource Management Unit Leader (personnel)	EOC Resource Unit

Refer to the line of business functional annexes for additional details on resource movement authorization, resource request process, and resource tracking.

7.1.5 Resource Deployment Order

Decisions regarding allocation and deployment of resources should be based on priorities that govern assessment or restoration.

The typical order for requesting and deploying personnel resources includes, but is not limited to:

- Local
 - Title 200 (T200) Distribution (Service Planning and Maintenance division crews)
 - T300 Distribution (General Construction crews)
 - T300 Transmission and T200 Transmission¹³
 - Contract from within the impacted division
- Out of Division
 - T300 Distribution
 - T300 Transmission and T200 Transmission¹³
 - T200 Distribution
 - Contract from within the impacted region
- Out of Region
 - T300 Distribution
 - T300 Transmission and T200 Transmission¹³
 - T200 Distribution
 - Contract from less impacted regions
- Non-Electric Resources
- Employees Called in Off Vacation
- Non-PG&E Resources
 - Contract crews from outside utilities (contract crews may be used before GC Transmission Line, depending on the incident)¹⁴
 - Mutual assistance crews
 - Government resources

¹³ Given there are no Transmission impacts or risk.

¹⁴ For efficiency and cost effectiveness, consider contract crew support prior to requesting mutual assistance.

7.1.6 Vehicle, Equipment and Rental Management

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

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

7.1.7 Materials Management

Logistics is responsible for managing and supporting PG&E materials requirements during an emergency activation, with support by the Warehouse Operations and Materials Field Services 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 emergency materials requirements not available at the service centers and various other warehouses throughout the system. The MTCC will oversee all inventory replenishment activities including purchase order placement, transferring inventory between facilities and expediting open orders, as needed.

The EOC Supply Unit Leader or the Base Camp Supply Unit Leader, when activated, will work directly with the MTCC to fulfill all material requirements. OEC, REC, and GEC Logistics will coordinate material via the local MFS personnel at the service centers.

7.1.8 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.

7.1.8.1 Contracts for Emergency Response

The Sourcing Department issues contract agreements on an annual basis to provide assistance in restoring Electric or Gas service during an emergency response. Agreements are established with contractors to provide assistance, upon request, and includes furnishing personnel, equipment, and/or expertise in a specified manner. During an emergency event, Logistics is responsible for managing the contracts and issuing emergency purchase orders.

7.1.8.2 Contract Crew Request

Once a need arises for contract crews, the Contract Logistics Manager 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 release contract crews from other utilities. (Refer to the Line of Business Annexes for additional details on contract crews.)

7.2 Mutual Assistance Agreements

7.2.1 Mutual Assistance Strategy

PG&E participates in mutual assistance agreements with other utilities. Under agreements with the American Gas Association (AGA), the California Utilities Emergency Association (CUEA), Western Area Power Administration Agreement (WAPAA), Western Energy Institute (WEI) (as expressed through the Western Region Mutual Assistance Agreement [WRMAA]), Edison Electric Institute (EEI), Florida Power and Light (FPL), and Trinity County Public Utilities District (PUD), utilities can request and provide “mutual assistance” under standardized procedures where special contracts and authorizations must occur. Agreements are made with other participating utilities to provide assistance on request by furnishing personnel, equipment, and/or expertise in a specified manner.

During an incident, the EOC P&I Section evaluates and documents the need for mutual assistance, in coordination with the Operations Section. A recommendation will be made by the EOC Commander to the vice president of Electric Distribution that mutual assistance is required when the following conditions are met:

- All PG&E resources have, or will be 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

7.2.2 Requesting

A letter of authorization is prepared by the EOC P&I Section for mutual assistance or contract service, notification is made by PG&E's authorized representatives via the established process of each agreement, which is signed by an approving company officer and is provided to the mutual assistance association or contractor. Once the authorizing letter has been sent, the P&I Section in the EOC works with the Logistics Section to establish base camps, staging areas, and micro-sites.

7.2.3 Managing

When mutual assistance providers or contractors arrive and are processed in, they are released to the EOC Operations Section for work assignment. Movement of mutual assistance and contract resources between regions and work schedules must be closely tracked, and the EOC Finance and Administration Section will establish instructions for time and cost recording. The P&I Section will monitor the deployment of mutual assistance and contract resources in coordination with EOC Operations and Logistics Sections.

7.2.4 Releasing

The REC or GEC P&I Section Chief will inform the EOC P&I Section when mutual assistance is no longer needed in the region. The EOC will determine if these mutual assistance resources are to be transferred to assist restoration in another region, or if they are to be demobilized and returned to their own utility. Demobilization will be consistent with the Demobilization Plan, and will be agreed to by the EOC IC and the EOC Operations Section Chief. Upon demobilization, a release process is followed that includes a debriefing of the mutual assistance personnel, return of equipment borrowed from PG&E, and other steps.

7.2.5 Record Keeping

The EOC Finance and Administration Section will ensure 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 contractors and other utilities require the responding agency to submit a detailed billing of work. Mutual assistance from other utilities requires the detailed submittal of a bill to PG&E within 90 days from their demobilization. The Emergency Recovery Program will provide oversight to ensure invoice accuracy and prompt payment to responding utilities.

7.2.6 National Response Event (NRE)

A National Response Event (NRE) is a natural or man-made event that is forecasted to cause or causes widespread power outages impacting a significant population or several regions across the U.S., and requires resources from multiple Regional Mutual Assistance Groups (RMAGs). A Chief Executive Officer (CEO), or designated officer, from an Edison Electric Institute (EEI) member utility may make a request to initiate the NRE process when multiple RMAGs cannot adequately support the resource requirements of the requesting utilities.

An NRE is an electric utility event where¹⁵:

- The event is expected to or has impacted two or more RMAGs; or
- The resource requirements are greater than what the impacted RMAGs can provide; or
- There are multiple events that create a resource constraint or competition between RMAGs

Once the NRE is activated, all of the available resources are allocated at the national level across individual companies and RMAGs, according to the NRE process.

7.2.6.1 NRE Activation Process and Roles / Responsibilities¹⁶

The CEO, or designated officer, from an EEI member utility may make a request to initiate the NRE process by directly contacting the President of EEI, or designee, who would then host a conference call with the CEO(s), the National Response Executive Committee (NREC) Chair, and the CEO

¹⁵ NRE Playbook, August 2015

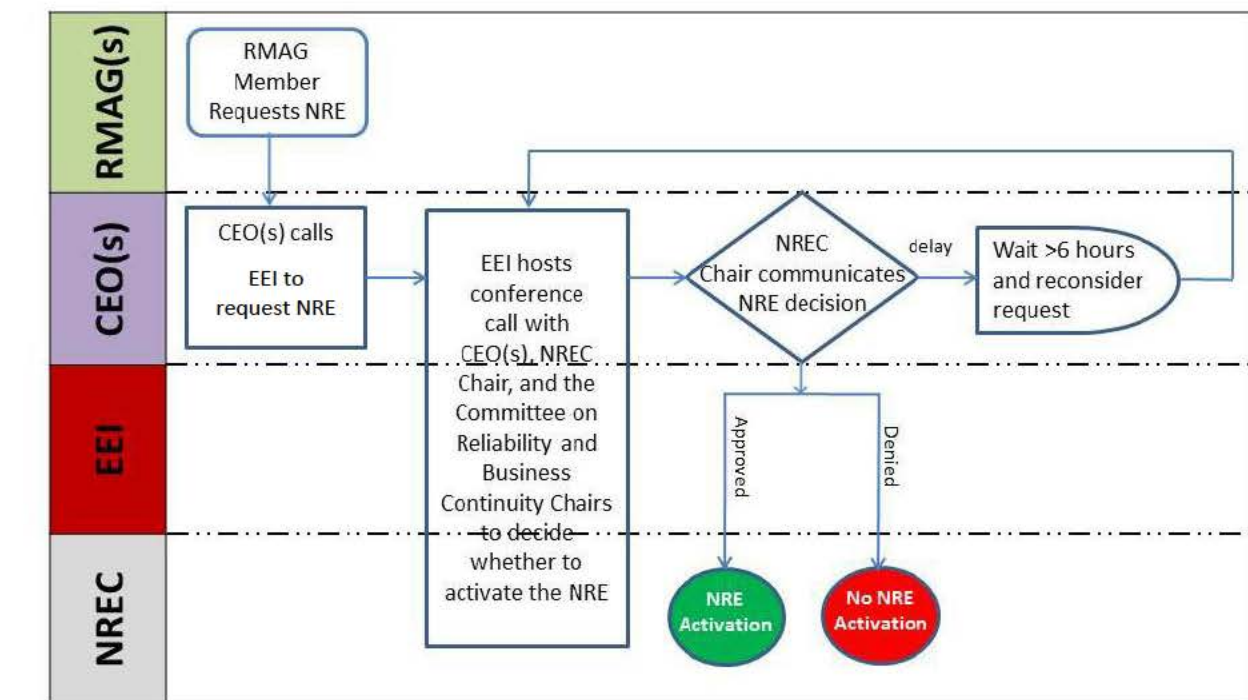
¹⁶ Ibid

Policy Committee on Reliability and Business Continuity Chairs. The NREC Chair then makes the decision on whether to activate the NRE or not, or to delay the decision.

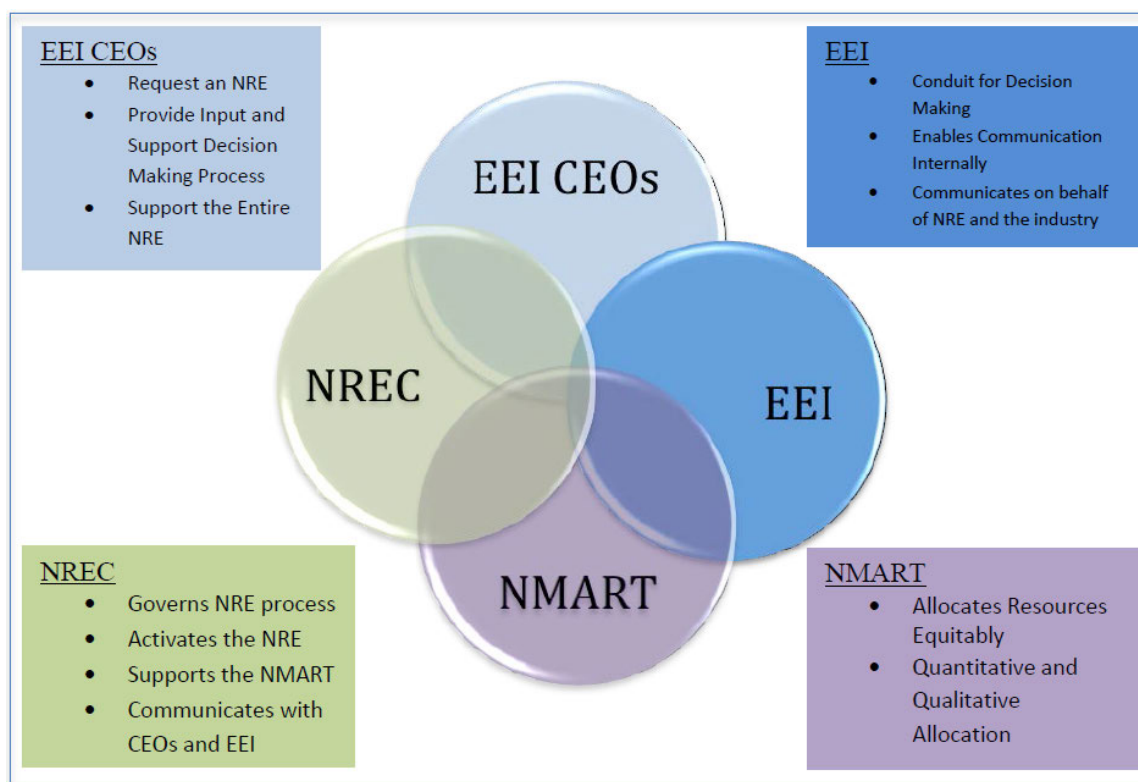
In addition to reviewing / validating a request to activate an NRE, the NREC is responsible to the EEI Board of Directors and resolves any issues from the resource allocation process. The NREC also develops procedures and processes covering emergency assistance arrangements between participating companies to respond to an NRE.

Once an NRE is activated, the NREC Chair will activate the National Mutual Assistance Resource Team (NMART). NMART is responsible for collecting information regarding damage, determining available and requested resources, and allocating resources. Refer to Figure 7.2 and Figure 7.3 for a summary of the activation process and NRE Roles and Responsibilities.

Figure 7.2 NRE Activation Process¹⁷



¹⁷ EEI Overview of NRE Framework, PG&E El Nino Workshop, January 2016

Figure 7.3 NRE Roles and Responsibilities¹⁸

7.2.7 EEI Resource Allocation Management Program (RAMP-UP)

EEI's Resource Allocation Resource Allocation Management 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 NREs and RMAG events, and allows users to:

- Offer resources
- Request resources
- Match resource requests with offers
- Produce standardized reports
- Provide situational awareness to NREC, NMART and EEI during an incident

The scalable design of RAMP-UP can handle a single regional event, multi-regional events, and can scale up to support all seven regions at the same time.

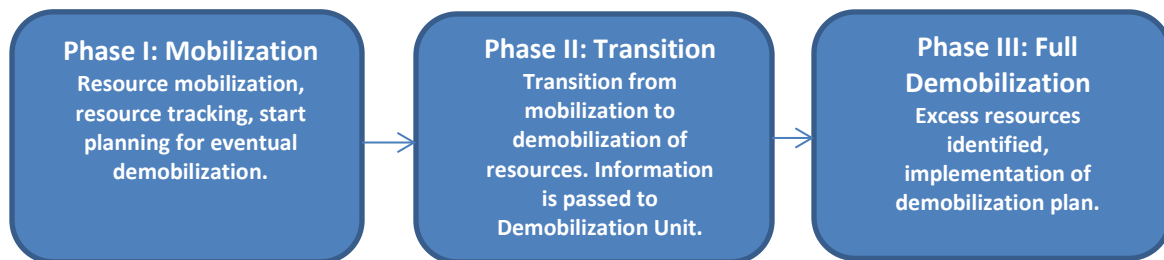
7.3 Demobilization

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.

¹⁸ NRE Playbook, August 2015

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. In Phase I, as indicated in Figure 1 below, the Resource Unit Leader's volume of work is greater and takes a lead role. As the incident progresses, the Demobilization Unit Leader's volume of work increases, they take on more of a lead role, and the responsibilities shift to implementing and monitoring the demobilization plan.¹⁹

Figure 7.4 Progression from Mobilization to Demobilization



The demobilization process involves two way communications. It can be initiated from the bottom up or from the top down. Ultimately, the highest level activated emergency center makes decisions on whether resources can demobilize or should be reallocated. This decision is based both on information passed up from the lower level emergency centers, as well as from information garnered through analytic tools.

To ensure personnel safety and to prevent resources from being released in one area when they are needed in another, it is essential that a demobilization process is followed.

7.3.1 Demobilization Roles and Responsibilities

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

7.3.1.1 Resource Unit Leader¹⁹

- 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 takes into account information and recommendations from the Regional Emergency Center (REC) / Operations Emergency Center (OEC), but it ultimately makes final demobilization decisions.
- Once approval is secured to demobilize, the Resource Unit notifies their Logistics Section and the Demobilization Unit of the excess resources.

¹⁹ 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 the responsibilities of the Resource Unit during Phase I, assume both the Resource Unit and Demobilization Unit duties in Phase II, and assume the Demobilization Unit duties in Phase III. (E.g., in the Gas Emergency Center (GEC), the Resource Unit currently assumes the duties of the Demobilization Unit.)

- 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.)

7.3.1.2 OEC/REC Demobilization Unit Leader¹⁹

- 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, any specific release procedures, responsibilities for implementing the demobilization plan, and directories, if needed (e.g., maps, telephone listings, etc.).]
- Communicates with the sending and receiving offices, as well as the released personnel, to ensure the safe and efficient return of resources.
- Maintains a Demobilization Log, as needed, until the transition to ARCOS Crew Manager is complete.

7.3.1.3 EOC Demobilization Unit Leader

- Creates the demobilization plan for the EOC.
- Work with Operations Section Chief and Resource Unit to identify excess resources.
- Creates instructions for the RECs/Gas Emergency Center (GEC) to direct REC and OEC demobilization of field resources (e.g., order for the demobilization of resources, demobilization checklist, and safety considerations).
- Is responsible for the demobilization of outside contract, mutual assistance crews, and out of region PG&E crews (i.e., communicates with the RECs who is coming back and when, notifies the contract unit to release crews, calls outside utilities to notify them when resources have been released, confirms the number acquired equals number released).
- Keeps the sending and receiving GEC/REC Logistics Chiefs and Resource Units apprised of resource movement between Regions during the demobilization process.
- Monitors the implementation of the demobilization plan.

7.3.1.4 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.

7.3.1.5 Emergency Center Commander

- Approves the demobilization plan for their emergency center.

7.3.1.6 Safety Officer

- Identifies any special safety considerations for the demobilization plan.

7.3.1.7 Logistics Section Chief

- Orders and/or restocks supplies/equipment to ensure operational readiness.

7.3.1.8 District Storm Room (DSR) or Incident Work Area Supervisors

- DSR or Incident Work Area Supervisor refers to those supervisors overseeing resources working on the incident.
- Ensures employees fill out and sign the individual or group Employee Demobilization Checklist Release Form (ICS 221).

7.3.1.9 Home Supervisor

- When the DSR/OEC is not activated, checks receiving resources in, confirming arrival.

7.3.1.10 Traveling Resource (i.e., resources released)

- Contacts home OEC (or home supervisor, if the home OEC is not activated) upon arrival.

7.3.2 Overall Demobilization of Resources

For Level 3 or greater emergencies, a 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 will be implemented. The plan will include:

- 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

7.3.3 Demobilization Order

The order for demobilization is executed in reverse of the deployment order, as detailed in Section 7.1.5.

7.3.4 Demobilization of Base Camps

When base camps or staging areas are directed to deactivate, the responsible Logistics personnel at those sites will ensure all demobilization steps listed in the “Base Camp/Staging Area Detailed Activation, Operation and Demobilization Checklist” are followed. This document is located in the Logistics Emergency Resource Guide.

7.3.5 Demobilization of Materials

The MTCC will manage the demobilization plan for material issued during an emergency event. Material Field Services (MFS) personnel at the service centers or base camps, if activated, will work with the MTCC to determine where unused / excess material will be delivered.

Normally, all material is redirected to the issuing distribution center to be returned to stock, which ensures expenditures are credited back to the storm order the material was charged out to. Since order numbers are typically assigned to the county where the material is required, this is the best way to ensure 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.

7.3.6 Demobilization of Equipment, Vehicles, and Rentals

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

The EOC Ground Support Unit Leader, or the Base Camp or Staging Area Ground Support Unit Leader, when activated, will work directly with the rental team to coordinate the demobilization of all equipment, vehicles, and other rentals that are requested through the EOC or Base Camp. OEC and REC Logistics will coordinate demobilization of their submitted rental requests directly with Rental Central, unless they require additional support from next highest emergency center in their hierarchy. (Rental Central is staffed 24 hours a day / 7 days a week / 365 days a year.)

7.3.7 Demobilization 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 will be made by the EOC Commander in consultation with the vice president of Electric Distribution and the EOC Command and General Staff, and will be communicated to all emergency centers, the company as a whole, key external constituencies, and regional government EOCs.

7.3.8 Demobilization Where Gas Supports Electric

In the event Gas resources are supporting a primarily Electric response and the GEC is not activated, (e.g., following a wildfire or storm where electric facilities are impacted), a Gas Resource Unit representative will be assigned to the EOC. The Gas Resource Unit is responsible for tracking Gas resources and will work under the direction of the Electric Resource Unit Leader. The Gas Resource Unit is also responsible for demobilizing their line of business resources and working closely with the Electric Demobilization Unit Leader.

7.3.9 EOC Activation After Action Reports (AARs)

Following an activation of the EOC, the EOC Commander or designee is required to prepare an After Action Report (AAR). The process to prepare an AAR includes a conference call, which is facilitated by the EP&R department. During the call, strengths, issues identified during the activation, and areas for improvement are discussed. The issues and areas for improvement are captured as part of the formal AAR. If appropriate, the AAR is then forwarded to the appropriate EM departments within the affected lines of business. If requested, a copy of the AAR is also forwarded to the Law Department and/or Regulatory Relations.

Action items related to the issues and areas for improvement identified as part of the AAR are input into the Enterprise Correction Action Program (ECAP), are assigned ownership and a due date for completion, and are distributed to affected lines of business. EP&R is responsible for tracking completion of action items.

Officers and directors responsible for emergency planning and response are required to do the following:

- Confirm that issues identified in the AAR are valid and need resolution
- Determine appropriate corrective actions to resolve those issues, including reviewing emergency operations plans to determine whether modifications need to be made
- Track individual action items as appropriate for the line of business

8 Coordination and Communication

During an emergency, incident communication links will be established and maintained throughout all levels of the EMO to support the delivery of regular status updates to internal stakeholders, customers, external agencies, and the media.

These reporting requirements do not replace established PG&E internal and external reporting requirements. Internal reporting requirements include operations leadership; Safety, Health, and Claims (SH&C); Corporate Security; Environmental Operations; and the Gas Control Center. External reporting requirements may include the CPUC, CAISO, and the WECC.

In Level 1 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 in size, the necessity for internal and external coordination also grows, and it becomes essential to manage communications effectively. When the EOC is activated, it 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

8.1 Internal

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

8.1.1 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, issued by the P&I Section and made widely available to emergency personnel, assures a common understanding of the objectives, tactics, and plans for communications, logistics, and other specifics of the company’s response.

Use of 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.

8.1.2 Intelligence Reporting

The schedule for providing current information will be established soon after the activation of each EMO level. Reporting schedules to the EOC (Level 3 or greater) 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 will prepare and communicate the reporting schedule.

8.1.2.1 Pre-incident reporting

Pre-incident summary reporting offers the director of EP&R and/or the OEC/REC/GEC/EOC Commander an assessment of readiness plans. Refer to the Gas and Electric annexes to this CERP for commodity-specific pre-incident planning processes.

8.1.2.2 Intelligence Summary and Situation Reports

Upon request, all identified emergency centers provide intelligence summaries to the EOC Operations Chief and the P&I Section Chief. The EOC Situation Unit also creates a system-level intelligence summary at intervals determined by the P&I Section Chief. The Intelligence Summary typically includes information on customer impact, damaged equipment or assets, weather and other incident summary information. 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.

8.1.3 Executive Communications

As stated in Sections 5.1 and 5.2.1, PG&E's Corporate Incident Management Council (CIMC) is comprised of the Chairman and CEO, the presidents, and senior executive leaders, while the Operating Executive membership consists of the senior vice presidents and vice presidents responsible for specific lines of business.

While the CIMC typically delegates direct support of emergency incidents, the CIMC may choose to participate in:

- Executive Briefing calls and EOC conference calls when the EOC is activated for a Level 4 or 5 incident to provide executive oversight or to advise on policy.
- Strategy meetings when a Level 4 or 5 national branding issue, domestic terrorism, cybersecurity, or national response event (NRE) may pose a threat to the company, or if an incident has the potential to cause significant business impacts (e.g., financial, reputational, etc.). (The vice president of Electric Distribution, director of EP&RS, or EOC Commander may initiate these calls using PG&E's notification system, SendWordNow.)

At the onset of a Level 4 or 5 incident, the vice president of Electric Distribution, director of EP&RS, or EOC Commander convenes the line of business Operating Executives on an Executive Briefing conference call, using SendWordNow, to hear a report on conditions and receive an initial incident briefing. The vice president of Electric Distribution, or their designee, will facilitate the initial call on conditions and communicate the status of the incident, 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 call during a no-notice incident, such as a catastrophic earthquake or cybersecurity incident, serves as the “call to action,” 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 vice president of Electric Distribution, director of EP&RS, or EOC Commander, and 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 the line of business Operating Executives may convene more than once during an operational period. The Executive Briefing agenda is found in Appendix D of this Plan.

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., weather, wildfire, cybersecurity, etc. information)
- Emergency centers activated
- The number of customers impacted, # of outages, and # of customers restored
- Public or employee safety incidents
- Employee status
- Communications
- Resources
- Additional statistics, as needed (e.g., CAIDI, SAIDI, CESO, wires down, 911 standby requests, outage trend, etc.)

8.2 External

8.2.1 Coordination at the State Level

All activities at the state level will be in coordination with PG&E’s LNO at the EOC. A representative will be assigned to the UOC at the SOC, run by the CUEA, to align efforts with government and other utility companies. Coordination will continue 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/Emergency Functions at the SOC or JFO.)

During Level 4 or 5 incidents/emergency incidents, the manager of ICS and EM and the manager of Partnerships and Outreach will:

- 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 LNO in the PG&E EOC
- Establish a communications plan with the activated Gas and/or Electric 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
- The manager of Partnerships and Outreach and the Liaison Government Relations team establishes a liaison tactics conference call that will be in cadence with the PG&E EOC planning process
- 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 Planning and Intelligence Section may communicate with other utilities through established standard communication protocols and agreements and will regularly brief Command Staff on these communications. Local field personnel may coordinate their activities with public safety personnel as necessary, and will keep local management informed of these interactions.

For more information about PG&E's coordination with state agencies during an emergency, refer to [Section 5.4.2](#).

8.2.2 Coordination with CAISO

The coordination and communication with CAISO for real-time operations is the responsibility of the 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.

8.2.3 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/REC/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 will coordinate with the senior public safety specialists (PSSs) to deploy them to county OES offices and/or specific incident command posts.

Additionally, EP&RS and Government Relations partners and collaborates with many public safety agencies (e.g., fire and law enforcement) and non-governmental organizations (e.g., Red Cross and Salvation Army) in emergency preparedness, planning, training, and response. 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 DCPD 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 station. The county has prepared an emergency plan specifically applicable to DCPD, 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 DCPD.

For an updated list of government contacts, refer to the Emergency Communications Annex or Electric Annex.

8.2.4 Coordination with Community-based and Non-Governmental Organizations

PG&E partners with a number of non-governmental organizations (NGOs) and community-based organizations (CBOs) before, during and after emergency incidents. The LNO, or an assigned agency representative, may communicate with non-governmental organizations (e.g., Red Cross) through the Operational Area EOCs of the affected counties. If the County / Operational Area EOC 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

8.2.5 Communicating with the Public and the Media

8.2.5.1 The Role of the Public Information Office

PG&E's Public Information Office will serve as the company's official point of contact for outgoing announcements and briefings to employees, the media, customers and all other external audiences. It will also coordinate with government agency Public Information Office counterparts on media briefs and public information release schedules. The Public Information Office will manage dissemination of critical information to employees and customers through the news media, social media, contact centers, and online at pge.com.

Corporate Relations representatives based at field locations throughout the service area will act as local PIOs, and will work with local media.

8.2.5.2 The Role of the Customer Strategy and Contact Center

The CSO will work closely with the PIO and LNO to communicate to our customers. The CSO serves as an advocate for our customers by providing updates to our customers, addressing issues with our customers, and communicating high priority outage concerns to our operations team.

8.2.5.3 PG&E Customers

In an emergency, the primary points of contact for PG&E customers are PG&E's contact centers or pge.com.

The contact centers are open 24 hours a day, seven days a week (24/7), and they 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 will coordinate 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. The website reminds customers to call PG&E in the event of an emergency.

8.2.5.4 Communicating with the Media

PG&E's Corporate Relations department fosters information exchange between employees, customers, 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 position the company's stories.

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 hours a day, seven days a week, 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 DCCP emergency plan describes coordination with media through the DCCP JIC. The principal function of the DCCP JIC is to provide information to the general public through the media for issues pertaining to plant operations. The DCCP JIC is co-located with San Luis Obispo County’s PIO and staff. The DCCP JIC may also be staffed by spokespersons from other local, state, and federal emergency response agencies, including law enforcement, fire, and school officials. The DCCP JIC staff coordinates communications and messaging with the Public Information Office staff in PG&E’s EOC.

8.2.5.5 Communicating with the Financial Investment Community

Announcements and briefings covering potentially material impact should be 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, presidents, chief financial officer, vice president of investor relations, and the investor relations staff.

8.3 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, affecting between 10% (simultaneous) and 40 percent (cumulative) of PG&E’s customer base. (Refer to G.O. 166 for details on when a measured incident begins and ends.) See the Electric Annex to this plan for more information regarding G.O. 166.

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

For additional details on external agency notifications, refer to Table 6.2.

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9 Emergency Financial Guidance

Financial considerations are an important aspect of emergency preparedness and response. The company needs to use financial prudence while ensuring an expeditious restoration of power (electric and/or gas). To the extent the company is bringing in third parties (contracting and/or mutual aid assistance) to provide additional support, it is imperative that appropriate controls are in place to ensure invoices received are in alignment with services provided, and that these vendors are paid in a timely manner. Ultimately, all costs incurred need to be supported in order to be recovered through either our General Rate Case filing or a Catastrophic Event Memorandum Account filing. To the extent these costs cannot be supported they will not be recovered through the regulatory process.

Should our service territory be impacted by a major incident, our investors, lending institutions, insurance carriers, and debt rating agencies require a forecast from PG&E that includes an estimate on how much money will be required to repair the system. In order to meet this, PG&E employs various forecasting models, (e.g., historical, outage, resources, and facility types), that help Finance determine an estimate of our cost to repair the system. This estimate will also let our Treasury group 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.

To the extent a significant incident were to occur, we will notify our insurance carriers in a timely manner to ensure they are aware of the incident and what type of damage our system has incurred. Ultimately, we need to be able to demonstrate that any claims we submit to our insurance carriers for damages in excess of our deductible are related to the incident, and our costs are appropriately supported and documented to ensure reimbursement for any claims.

In the EOC, the Finance and Administration Cost Unit is responsible for monitoring cost, preparing Notification and Cost summary reports, and then communicating these reports via email to the EOC Command Staff and field employees. The EOC Finance and Administration Section Chief is also responsible for monitoring costs, as well as providing forecast cost estimates to the EOC Command Staff. Both roles are considered subject matter experts for charging practices, and are responsible for communicating and educating support staff on the proper charging guidelines for each incident. (This includes confirmation that incident orders are created timely and properly by county.) They are also responsible for the communication of all incident orders and setting clear financial expectations to ensure compliance with all accounting rules. These positions are also responsible for closing out all incident-related work and fiscally managing demobilization.

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10 Training and Exercises

10.1 Multi-year Training and Exercise Planning (MYTEP)

PG&E adheres to a unified set of objectives, using Core Capabilities as outlined in Presidential Policy Directive (PPD) 8: National Preparedness, with regard to training and exercises. The EP&R organization is responsible for communicating, collaborating, and coordinating the larger preparedness system within PG&E, which consists of all lines of business planning, organizing, equipping, training, exercising, and evaluating emergency plans and procedures.

The emergency management strategy is established by the VP of Electric Distribution using threat and hazard identification, risk assessments, capabilities assessments, new strategies, and past AARs and Improvement Plans (IPs). This strategy is then used to determine emergency preparedness and response program priorities.

Each line of business is encouraged to develop a MYTEP that augments the EP&R plan and is line of business-focused.

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

10.1.1 Training

Training in support of PG&E's emergency plans is multi-faceted. Training is conducted in the course of work and in the form of tailboards, web-based and instructor-led training, and in conjunction with exercises conducted throughout the year. Each officer and director responsible for emergency planning and response ensures that personnel identified in emergency plans are trained to perform their functions in an emergency. Officers and directors must also ensure that personnel are knowledgeable about the plans they support. Training records are maintained locally for tailboards and task-specific or on-the-job training in emergency roles. Records for standardized courses are maintained in a central database, which is maintained by the PG&E Learning Academy.

10.1.1.1 ICS Courses

ICS principles are used extensively during PG&E's emergency preparedness, response, recovery, and restoration efforts, and specific training is offered in this system:

- **EPRS-9009WBT – ICS Fundamentals** is offered internally as a web-based training (WBT), and provides an introduction to the core principles of the ICS, the emergency response framework PG&E uses to respond to emergency incidents or events. This is a pre-requisite course for all employees taking part in emergency response and restoration work involving emergency centers (EOC/GEC/REC/OEC).
- **EPRS-9001 – Advanced Incident Management** is recommended for those leaders who will serve as Section Chiefs, emergency center commanders, ICs, crew leaders, and supervisors.

ICS courses are currently one-time training requirements, and can also be satisfied by completing the federally-approved course or equivalent.

Training on specific roles or functions in PG&E's ICS structure have been, and continue to be, developed. Once completed, these courses will be offered to emergency center staff.

10.1.1.2 Annual Training

Annually, PG&E requires training of personnel identified in the CERP and any of its accompanying annexes, as appropriate, and in preparation for emergencies and major outages. For example, **EPRS-9010WBT** is a web-based training on the CERP that is available to all emergency and coordination center personnel.

Each officer and director responsible for emergency planning and response is also responsible for ensuring that personnel identified in emergency plans are trained annually, and training completion is documented. (For emergency plans that do not have a specific training code, supervisors may complete an adhoc form with course number TECH-0038 and submit it to the PG&E Academy to document completion.)

10.1.1.3 Cross-training

Officers and directors with emergency response roles are expected to maintain 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.

10.1.2 Exercises

PG&E's exercise program is a capability-based, objective-driven program designed to test core capabilities and associated target capabilities across the prevention, protection, response, and recovery mission areas identified in PG&E's risk registry. PG&E's EP&R department prepares training and exercises modeling the guiding principles of the Homeland Security Exercise and Evaluation Program (HSEEP) for developing, designing and implementing exercises. These program elements are modified for a utility and to meet PG&E's requirements.

The company conducts exercises of its emergency plans on an ongoing basis. Exercises are intended to allow participants to practice the performance of duties, tasks, or operations they would be expected to perform in a real emergency. Exercises are performed to assess the adequacy of emergency plans and core capabilities, including Situation Awareness, Operational Communications, Operational Coordination, and Resource Management.

10.1.2.1 Company Emergency Response Plan Exercise

The VP of Electric Distribution is responsible for ensuring that the CERP is exercised at least annually. CERP exercises are based on emergency management program priorities. Exercises can be conducted in tabletop, functional, and full-scale formats. The format is selected based on the capabilities and objectives identified and is used to design the exercise.

PG&E invites participants and observers to the annual CERP exercise from state and local authorities, which may include the following: The CPUC, the CEC, Cal-OES, the San Francisco City and County Department of Emergency Management (SF-DEM) when the exercise is conducted in

San Francisco, and other local emergency management agencies appropriate to the scenario for the exercise or the location where the exercise is conducted.

If an actual emergency occurs that results in the activation of the EOC or a significant portion of the emergency management organization, and if that activation is properly documented, including preparation of an AAR, the VP of Electric Distribution may determine that the exercise requirement has been satisfied for the year.

10.1.2.2 Emergency Operation Plan Exercises

Each officer and director responsible for emergency planning and response ensures that annexes to the CERP are exercised at least annually. These exercises test the specific operational components included in the annex, and may take the form of tabletop, functional, or full-scale exercises. Depending on the scenario, exercises may include participation from other departments, or from external public agencies.

10.1.2.3 Post-Exercise After Action Reports/Improvement Plans

The AAR document summarizes key information related to exercise scenario and evaluation. Using the PG&E-approved AAR template, length and development timeframe of the AAR depends on the exercise type and scope.

AARs are required for all exercises conducted to fulfill company requirements. The VP of Electric Distribution is responsible for ensuring the AAR is completed for the annual exercise(s) of the CERP. The officer or director responsible for ensuring an exercise is conducted is also responsible for ensuring the AAR for that exercise is completed.

Officers and directors responsible for emergency planning and response are required to confirm that issues identified in the AAR are valid and need resolution, as well as determining appropriate corrective actions to resolve those issues. This includes reviewing their emergency operations plans to determine whether modifications need to be made in light of the experience gained during the emergency. EP&R is responsible for distributing and tracking the completion of action items on the report. Reports should be accessible to exercise participants upon request to EP&R. Status of after-action items is reported monthly to the VP of Electric Distribution.

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Appendix A. Glossary and Acronyms

A.1 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 will be 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 the use of 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.

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 assuring 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 that 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 composed 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 a number of 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.

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.

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.

OPERATING EXECUTIVES: The mission of the Operating Executives is to support the execution of the incident response. The Operating Executive team membership consists of the five senior annexes from the different lines of business and the executive vice presidents of Gas and Electric. Operating Executives are well-positioned to support the emergency incident by maintaining a strategic view of the response and affirming the EOC Commander and their restoration priorities and incident objectives. The Operating Executives team further supports the EOC Commander by making high-level policy decisions and removing roadblocks that may affect restoration and recovery.

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 similar to 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.

A.2 PG&E Acronyms

AAR	After Action Report
AB	Assembly Bill
AEOC	Alternate Emergency Operations Center
AGA	American Gas Association
ARB	Air Resources Board
ARCOS	Automated Roster Callout System
AREP	Agency Representative
BCP	Business Continuity Plan
BTU	British Thermal Unit
CA-EF	California Emergency Functions
CAISO	California Independent System Operator
CAL FIRE	California Department of Forestry and Fire Protection
CAL-OES	California Office of Emergency Services
CCECC	Customer Contact Emergency Coordination Center
CCO	Contact Center Operations
CDPH	California Department of Public Health
CEC	California Energy Commission
CERP	Company Emergency Response Plan
CIMC	Corporate Incident Management Council
CNG	Compressed Natural Gas
CNRA	California Natural Resources Agency
CPUC	California Public Utilities Commission
CRE	Corporate Real Estate
CRESS	Corporate Real Estate Strategy and Services
CSO	Customer Strategy Officer
CUEA	California Utilities Emergency Association
CWD	Cold Winter Day
DASH	Dynamic Automated Seismic Hazard
DCPP	Diablo Canyon Power Plant
DHS	Department of Homeland Security
DOE	Department of Energy
DOT	Department of Transportation
DR	Disaster Recovery

DRP	Disaster Recovery Plan
DSO	Distribution System Operations
DSR	District Storm Room
ECT	Emergency Communications Trailer
EDM	Electric Damage Model
EDO	Electric Distribution Operations
EEI	Edison Electric Institute
EM	Emergency Management
EMAP	Emergency Management Advancement Program
EMC	Emergency Message Center
EMO	Emergency Management Organization
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EP&R	Emergency Preparedness and Response
EPC	Emergency Preparedness Coordinator
ERM	Enterprise Risk Management
ESF	Emergency Support Functions
ETEC	Electric Transmission Emergency Center
ETOR	Estimated Time of Restoration
ETRM	Enterprise Technology Risk Management
EVP	Executive Vice President
FCC	Facilities Coordination Center
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FPL	Florida Power and Light
GC	Gas Construction
GDCC	Gas Distribution Control Center
GDL	Guidance Document Library
GEC	Gas Emergency Center
GERP	Gas Emergency Response Plan
GHG	Greenhouse Gas
GO	General Office
G.O. 166	General Order 166
GSR	Gas Service Representative
GT&D	Gas Transmission and Distribution

GTCC	Gas Transmission Control Center
HR	Human Resources
HRCC	Human Resources Coordination Center
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-5	Homeland Security Presidential Directive 5
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IDE	Initial Damage Evaluation
IP	Improvement Plan
IT	Information Technology
ITCC	Information Technology Coordination Center
IVR	Interactive Voice Response (Nuance)
JFO	Joint Field Office
KV	Kilovolt
LNG	Liquid Natural Gas
LNO	Liaison Officer
M&C	Maintenance and Construction
MCV	Mobile Command Vehicle
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
NGO	Non-Governmental Organizations
NHAP	Natural Hazard Asset Protection
NIMS	National Incident Management System
NPG	Nuclear Power Generation
NRE	National Response Event
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NTSB	National Transportation Safety Board
OA	Operational Area
OEC	Operations Emergency Center
OES	Office of Emergency Services

O&M	Operations and Maintenance
PG&E	Pacific Gas and Electric
PHMSA	Pipeline and Hazardous Materials Safety Administration
PIO	Public Information Officer
PPD	Presidential Policy Directive
PUD	Public Utility District
R&C	Restoration and Control
REC	Regional Emergency Center
RMC	Resource Management Center
RMI-04	Risk Management Instruction
SCADA	Supervisory Control and Data Acquisition
SCE	Southern California Edison
SDGE	San Diego Gas and Electric (Company)
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
SME	Subject Matter Expert
SOC	State Operations Center
SOCAL GAS	Southern California Gas Company
SOPP	System Outage Prediction Program
SRVCC	San Ramon Valley Conference Center
STOEC	Substation Transmission Operations Emergency Center
SVP	Senior Vice President
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
UC	Unified Command
UOC	Utility Operations Center
USGS	United States Geologic Survey
VGCC	Vacaville Grid Control Center
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

A.3 Incident Command System (ICS) Acronyms

AC	Area Command
AREP	Agency Representative
COST	Cost Unit Leader
DHS	Department of Homeland Security
DMOB	Demobilization Unit Leader
DOCL	Documentation Unit Leader
DOE	Department of Energy
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOF	Emergency operations Facility
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ERO	Emergency Response Organization
FEMA	Federal Emergency Management Agency
FSC	Finance Section Chief
HAZMAT	Hazardous Materials
HRO	Human Resources Officer
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
JIC	Joint Information Center
LNO	Liaison Officer
LSC	Logistics Section Chief
MAC	Multi-agency Coordination
MACS	Multi-Agency Coordination System
NGO	Nongovernmental Organization
NIMS	National Incident Management System

NRE	National Response Event
NRF	National Response Framework
OSC	Operations Section Chief
P&I	Planning and Intelligence
PIO	Public Information Officer
PROC	Procurement Unit Leader
PSC	Planning Section Chief
PSS	Public Safety Specialist
REOC	Regional Emergency Operations Center
RESTAT	Resources Status
SITL	Situation Unit Leader
SO	Safety Officer
SOP	Standard Operating Procedure
SPUL	Supply Unit Leader
STAM	Staging Area Manager
SUBD	Support Branch Director
UC	Unified Command

Incident Command System
EP&R Level 4/5 – All Seats

Incident Command System
EP&R Level 4/5 – All Seats



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Appendix C. Incident Command System (ICS)

C.1 ICS Overview

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 in an incident, in order 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. A poorly managed incident response can be devastating to our company, and our health and safety. With so much at stake, we must effectively manage our response efforts. ICS allows us to do so. ICS is a proven management system based on successful business practices.

Homeland Security Presidential Directive 5 (HSPD-5) calls for a National Incident Management System (NIMS) and identifies steps for improved coordination of federal, state, local, and private industry response to incidents and how to prepare for such a response. The key feature of NIMS is ICS.

As a PG&E first responder, you will interface with police, fire, and other agencies that are trained to use ICS. PG&E has implemented/integrated key concepts from ICS within our response to emergencies.

In a PG&E Level 1 emergency (routine), there will be little change for the PG&E first responder. As the initial person at the scene of an incident, the first responder could be the IC, although their job responsibilities will not vary from what they are in a non-emergency. If the incident is too large or grows beyond the control of the first responder, they should call for their supervisor or on-call supervisor.

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 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.

C.1.1 Common Terminology and Clear Text

The ability to communicate within ICS is absolutely critical. All communications should be in plain English. Use clear text; do not use PG&E specific acronyms, codes, or jargon. 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. Your ICS title most likely will not reflect your “PG&E daytime title.”

C.1.2 Modular Organization

The ICS organizational structure is flexible, and based on the size and complexity of the incident. 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. In ICS, only those functions or positions necessary for a particular incident will be filled.

C.1.3 Planning Process and Incident Action Plan

All levels of the PG&E organizational structure must have a clear understanding of the actions required to manage the incident. Slight variations may be effected 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 will:

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

C.1.4 Span of Control

Span of control pertains to the number of individuals that one leader can manage effectively during an emergency. Span of control is the key to effective, efficient, and safe incident management.

Effective span of control on incidents may vary but it is recommended that, when possible, one leader should not manage more than seven people reporting to them. Along with span of control, the ICS uses unity of command, meaning that each person is accountable to only one designated leader to whom he/she reports at the scene of an incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.

C.1.5 Accountability

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

- Check-in: 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. However, since ICS is flexible and therefore enables responders to adapt to the changing conditions of the emergency.
- Unity of command: Each individual involved in an incident operation will be 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.

- **EPRS-9009WBT – ICS Fundamentals** is offered internally as a web-based training (WBT), and provides an introduction to the core principles of the ICS, the emergency response framework PG&E uses to respond to emergency incidents or events. EPRS-9000 is a pre-requisite course for all employees taking part in emergency response and restoration work involving emergency centers (EOC/GEC/REC/OEC).
- **EPRS-9001 – Advanced Incident Management** is recommended for those leaders who will serve as Section Chiefs, emergency center commanders, ICs, crew leaders, and supervisors.

ICS courses are currently one-time training requirements, and can also be satisfied by completing the federally-approved course or equivalent.

Training on specific roles or functions in PG&E's ICS structure have been, and continue to be, developed. Once completed, these courses will be offered to emergency center staff.

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

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

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

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

C.2.1 Five Phases of the Planning Process

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

Establish Incident Objectives and Strategy. The second phase involves determining an effective strategy, and formulating and prioritizing the incident objectives. The strategy and objectives must consider alternative strategies.

Develop the Plan. The third phase involves determining the tactical direction and the specific resources needed for implementing the strategy for one operational period. Prior to formal planning meetings, each member of the Command and General Staff is responsible for gathering necessary information so that together, they can successfully and collectively develop the plan.

Prepare and Disseminate the Plan. The fourth phase involves preparing the plan in a format that is appropriate for the size and complexity of the incident. For initial response, this will likely be notes for an oral briefing and oral assignments or orders. For incidents with multiple operational periods, more formal written IAPs are necessary.

Execute, Evaluate, and Revise the Plan. The fifth phase of this cyclical process is to execute and evaluate the plan in order 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.

The Planning “P” is a guide to the process and steps involved in planning for an incident. 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, and Initial 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 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, and Operations Briefing.

At this point, a new operational period begins. The next step is Execute Plan and Assess Progress, after which the cycle begins again.

The PG&E Planning “P”

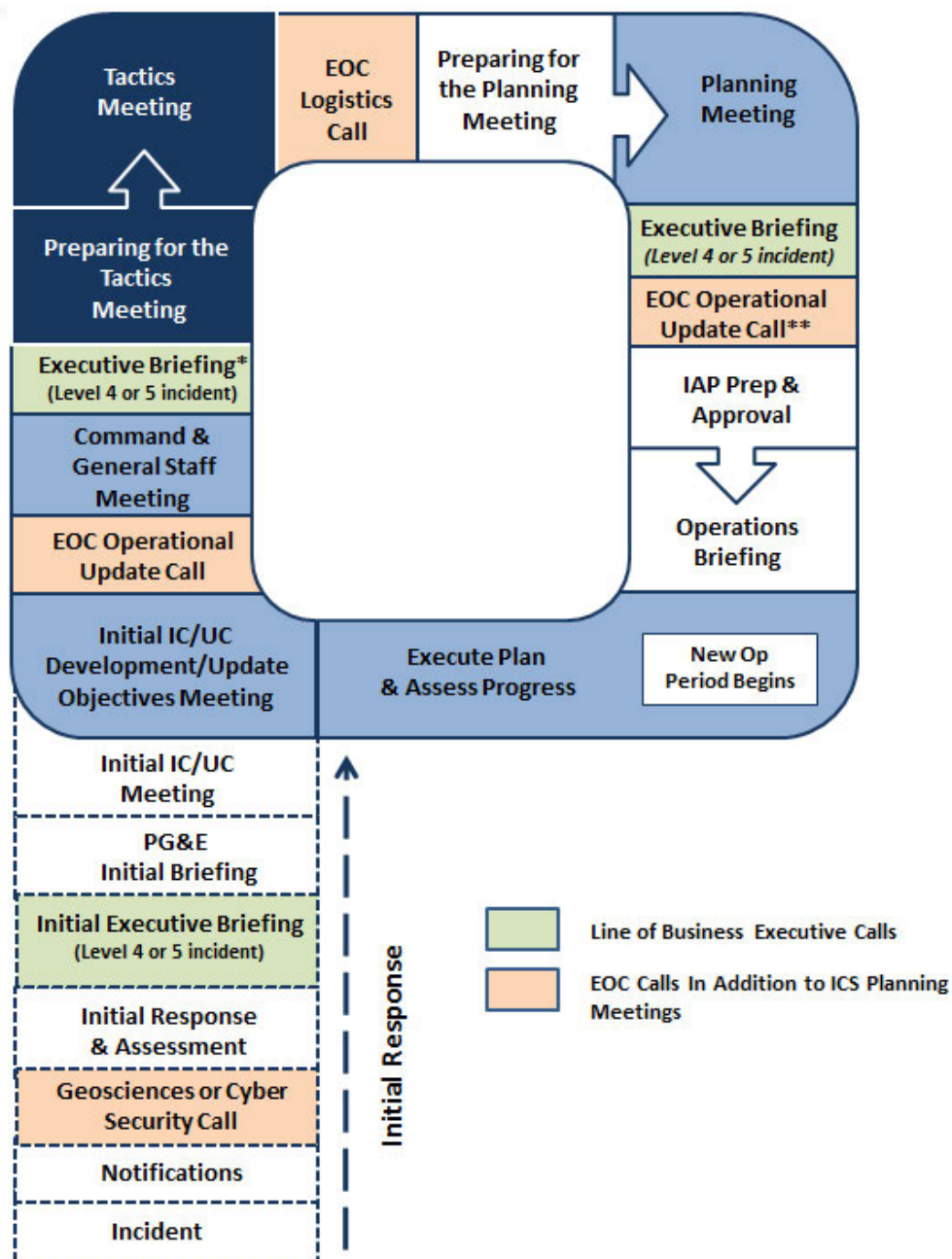


Figure C.2 PG&E’s Planning “P”

Also included in PG&E’s Planning “P” in Figure C.2 PG&E’s Planning “P” are additional EOC meetings or calls that may occur. (The meetings held and timing may change depending on the incident, and at the discretion of the EOC Commander.) Each of these meetings is further explained in Section C.3, and sample times are provided in Section D.4 for Operational Period one, and Section D.5 for steady state operations.

*This call takes place after the Command and General Staff Meeting during steady state operations. (In Operational Period 1, the Initial Executive Briefing may occur during the initial response, then a follow up briefing may occur after the Planning Meeting.)

**An EOC Staff Briefing for the night shift may occur before the evening EOC Operational Update Call, if needed.

C.3 Planning Meetings and Agendas

C.3.1 Initial Response

Planning begins with a thorough size-up that provides information needed to make initial management decisions. The ICS Form 201 provides Command Staff with information about the incident situation and the resources allocated to the incident.

Geosciences or Cybersecurity Call

When – Immediately following a no-notice Level 3 or greater earthquake or cybersecurity incident

Facilitator – Geosciences Manager (for earthquake) or Director of Cybersecurity (for cybersecurity incident)

Attendees – VP of Electric Distribution, Director EP&RS, Geosciences Manager (for earthquake), Director of Cybersecurity (for cybersecurity incident)

The purpose of this call is to discuss the incident and determine whether to activate the EOC.

Incident Briefing

When – Transition from the initial response to ongoing operations

Facilitator – Current Commander or Planning Section Chief (PSC)

Attendees – IC/UC and Command and General Staff

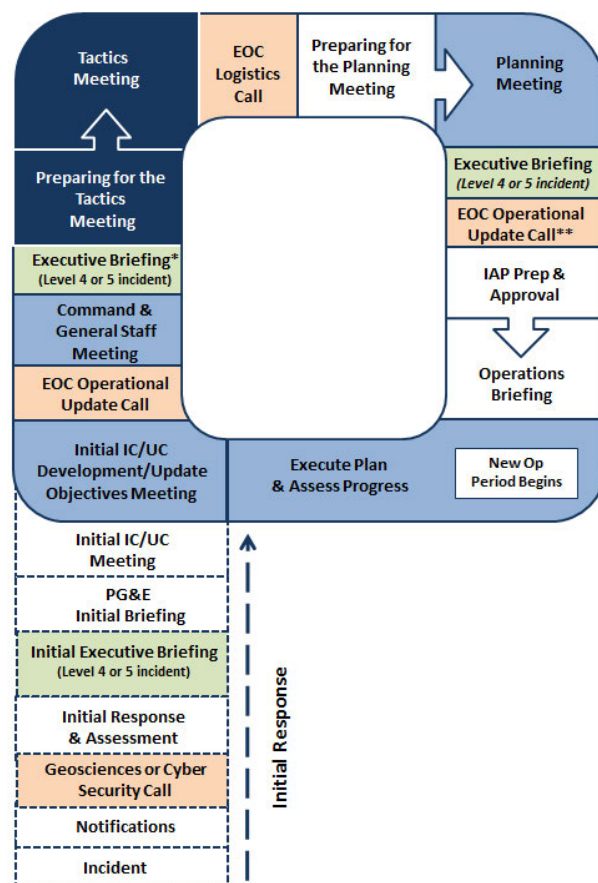
Incident Commander/Unified Commander

- ☐ Receives briefing from the IC/UC or PSC using ICS 201
- ☐ Assesses operational requirements
- ☐ Determines current/future organizational and response requirements and objectives

Incident Briefing (ICS 201) Agenda

Using ICS 201 as an outline, include:

- ☐ Current situation
- ☐ Priorities, issues, and objectives
- ☐ Current and planned actions
- ☐ Current incident management organization
- ☐ Resource assignments



- ☐ Resources en route or ordered
- ☐ Facilities established
- ☐ Incident potential

Level 4/5 Initial Executive Briefing

When – At the onset of a no-notice event, following the Geosciences or Cybersecurity Call

Facilitator – VP of Electric Distribution, or designee

Attendees – EOC Commander, Director of EP&RS, and Line of Business Operating Executives. If a LoB Executive is not available, their designee may attend. Other senior executives not listed (CIMC members) are optional to attend.

The objective of the Initial Executive Briefing is for the VP of Electric Distribution to inform Operating Executives about the incident, establish command, and to give an initial report (i.e., open the EOC, report to AEOC in San Ramon, activate the Executive Mobilization Plan, stand down, etc.). Only limited situational awareness may be available, and instruction is given to gain intelligence from each line of business.

Leadership will also have the opportunity to provide any known information for their LoB and to ask questions. In addition to the items listed in the Executive Briefing Agenda (refer to [EOC Resources SharePoint](#)), Operating Executives may report out on the following, if known:

- Status of line of business (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? Are 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?

The call ends with clarification of expectations, and the time of the next call.

Initial IC/UC Meeting

When – The IC/UC is formed prior to the first meeting

Facilitator – Current IC/UC or PSC

Attendees – Only ICs that will comprise the UC

Incident Commander

- ☐ Negotiates UC participation

- ☐ Clarifies UC roles & responsibilities
- ☐ Negotiates and agrees on jurisdictional boundaries
- ☐ Negotiates and agrees on name of the incident
- ☐ Negotiates and agrees on overall incident management organization
- ☐ Negotiates and agrees on location of ICP, facilities, and support
- ☐ Negotiates and agrees on operational period length and start time
- ☐ Negotiates and agrees on Deputy IC assignments; other key Command and General Staff and technical support, as needed

Operations

- ☐ Briefs UC members on current operations

Planning

- ☐ If available, facilitates and documents meeting

Logistics and Finance/Administration

- ☐ May not be activated at this time

Safety Officer

- ☐ Advises of major safety concerns

EOC Initial Briefing

When – Upon activation of the EOC

Facilitator – EOC Commander

Attendees – EOC Staff

Incident Commander

- ☐ Provides information on what is known so far, high-level objectives, and activities.

Safety Officer

- ☐ Advises of major safety concerns

C.3.2 Start of Each Planning Cycle

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 establish the course of the incident, rather than having incident objectives only address a single operational period. In addition to establishing the incident objectives, the IC/UC will establish the next operational period. The IC/UC will work with the PSC to develop a schedule of all the Planning “P” meetings for the operational period.

IC/UC Objectives Meeting

When – Prior to Command and General Staff Meeting

Facilitator – IC/UC member or PSC

Attendees – IC/UC members and selected staff

Command

- ☐ Identifies incident priorities
- ☐ Identifies priorities, limitations, and constraints
- ☐ Develops incident objectives
- ☐ Identifies key procedures
- ☐ Develops tasks for Command and General Staff
- ☐ Agrees on division of UC workload

Operations

- ☐ May be present, if required

Planning

- ☐ Facilitates and documents meeting
- ☐ Proposes draft objectives to command

EOC Operational Update Call

When – Prior to the Command and General Staff Meeting

Facilitator – PSC

Attendees – EOC Members: P&I Section Chief; Operations Section Chief; Electric Distribution, Transmission/Substation, Power Generation Operations Branch Directors; Logistics Section Chief; Finance Section Chief; Liaison; HR; Customer Strategy; Public Information Officer; Resource Unit Leader; REC ICs; SO&C; Sub / Tline Directors; GEC Commander

The purpose of this call is to share situation status between the EOC and RECs, GEC and ETEC, discuss limiting factors, critical resource needs, weather, and safety. 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](#).

Command and General Staff Meeting

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.

When – Prior to Tactics meeting

Facilitator – PSC

Attendees – IC/UC members, Situation Unit Leader, and Documentation Unit Leader

Command

- ☐ Reviews key decisions, priorities, constraints, limitations, objectives, and procedures
- ☐ Presents/reviews functional work assignments (tasks) to the Command and General Staff members
- ☐ Reviews status of open actions, work assignments (tasks) from previous meetings

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 and distributes meeting materials

Level 4/5 Executive Briefing

When – Typically after the Command and General Staff Meeting and following the Planning Meeting. (The cadence and timing of Executive Briefings is determined by the EOC Commander, who governs the need for, and frequency, of these calls. Refer to [Figure C.3.](#))

Facilitator – EOC Commander, or designee

Attendees – EOC Commander, Director of EP&RS, and Line of Business Operating Executives. If a LoB Executive is not available, their designee may attend. Other senior executives not listed (i.e., CIMC members) are optional to attend.

Purpose: This Level 4/5 Executive Briefing call is held with the line of business (LoB) operating executives to:

- Obtain a status on each LoB
- Provide situational awareness throughout the company outlining the response and restoration efforts
- Identify operational barriers where assistance may be needed from other LoBs
- Provide executives and line of business leaders with known event details and discussion of critical next steps
- Ensure policies and decisions are communicated consistently

The Executive Briefing is a line of business (LoB) call and is **not** an EOC operational call. It is scheduled by the VP of Electric Distribution, EOC Commander, Planning and Intelligence Section Chief, or designee. 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. For a detailed agenda, refer to the [EOC Resources SharePoint](#).

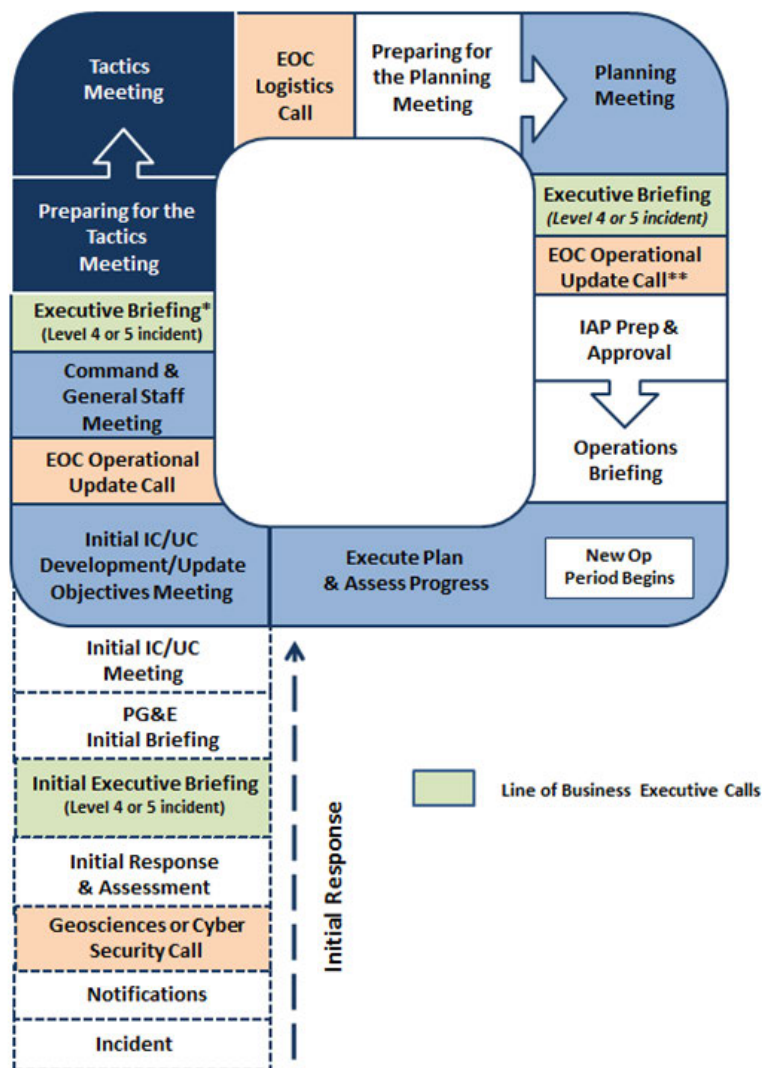


Figure C.3 Executive Level Briefing

C.3.3 Preparing for the Tactics Meeting

When – Prior to Tactics meeting

Facilitator – PSC

Attendees – Operations Section Chief and Safety Officer (this is a work session, not a meeting)

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

Planning

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

Safety Officer

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

C.3.4 Tactics Meeting

The purpose of the Tactics meeting is to review the tactics developed by the Operations Section Chief.

When – Prior to Planning meeting

Facilitator – PSC

Attendees – PSC, Operations Section Chief, Safety Officer, Logistics Section Chief, Resources Unit Leader, Situation Unit Leader, Documentation Unit Leader, and Technical Specialist, as needed

Planning

- ☐ Sets up meeting room
- ☐ Facilitates meeting
- ☐ Presents current situation and provides projections

- ☐ Presents resources status (RESTAT)
- ☐ Documents meeting

Operations

- ☐ Briefs current operations
- ☐ Presents strategies, tactics, and resource needs using the Operational Planning Worksheet ICS 215
- ☐ Identifies alternative strategies
- ☐ Presents the Operations Section organization

Safety

- ☐ Identifies potential hazards and recommends mitigation measures
- ☐ Presents the Incident Safety Analysis ICS 215a

Logistics

- ☐ Contributes logistics information as necessary
- ☐ Determines support requirements based on the ICS 215 (i.e., facilities and other logistical infrastructure)
- ☐ Prepares to order needed resources
- ☐ Presents situation information and provides projections

C.3.5 Preparing for the Planning Meeting

When – Prior to Planning meeting

Facilitator – PSC

Attendees – This is not a meeting, but a period of time

Following the Tactics meeting, preparations are made for the Planning meeting, 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
- ☐ 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 attendees are prepared (posted agenda)
- ☐ Makes duplicate documents for Command that are needed to support presentations
- ☐ Evaluates the current situation and decide 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

C.3.6 Planning Meeting

When – After the Tactics meeting

Facilitator – PSC

Attendees – IC/UC, Command and General Staff, Situation Unit Leader, Documentation Unit Leader, and Technical Specialists, as needed

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. Attendance is required for all Command and General Staff. Additional incident personnel may attend at the request of the PSC or the IC. The PSC conducts the Planning meeting following a fixed agenda.

The Operations Section Chief delineates the amount and type of resources they will need to accomplish the plan. The Planning Section's Resources Unit needs to work with the Logistics Section to accommodate.

At the conclusion of the meeting, the Planning Section staff will 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.

Command

- ☐ Ensures 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

For a detailed EOC Planning Meeting agenda, refer to the [EOC Resources SharePoint](#).

C.3.7 IAP Preparation and Approval

When – Immediately following the Planning meeting, the PSC assigns the deadline for products.

Facilitator – PSC

Attendees – This is not a meeting, but a period of time.

The next step in the incident planning process is IAP preparation and approval.

For simple incidents of short duration, the IAP will be 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.

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

- ☐ Facilitates 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 205, ICS 206, etc.)
- ☐ Provides logistics information for IAP
- ☐ Verifies resources ordered/status

Finance/Admin

- ☐ Verifies financial and administrative requirements for IAP

C.3.8 Operations Period Briefing

When – Approximately one hour prior to shift change

Facilitator – PSC

Attendees – IC/UC, Command and General Staff, Branch Directors, Division Supervisors, Task Force/Strike Team Leaders, Unit Leaders, and others, as appropriate

The Operations Period Briefing is conducted at the beginning of each operational period and presents the IAP to supervisors of tactical resources.

Following the Operations Period Briefing, supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.

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 transportation, communication, and supply issues

Finance/Admin

- ☐ Briefs administrative issues and provides financial report

Staff Briefs

- ☐ Operations, Logistics, Safety, Public Information, and inter-agency and intelligence issues

C.4 Execute Plan and Assess Progress

The Operations Section directs the implementation of the plan. Supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.

The plan is evaluated at various stages in its development and implementation. The Operations Section Chief (OSC) may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.

Incident Commander (IC/UC)

- ☐ Monitors ongoing incident management activities
- ☐ Considers best response practices, evaluates prior decisions, direction, priorities, and task assignments

Operations

- ☐ Monitors ongoing operations and makes strategic and tactical changes as necessary
- ☐ Measures and ensures progress against assigned objectives

C.5 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.

C.5.1 Business Management Meeting

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).

C.5.2 Agency Representative (AREP) Meeting

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 in order to present the IAP for the next operational period. It allows for minor changes should the plan not meet the expectations of the AREPs.

C.5.3 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.

C.5.4 Technical Specialist Meeting

Meetings to gather Technical Specialist input for the IAP.

C.5.5 Demobilization Planning Meeting

This meeting is held to gather functional requirements from Command and General Staff that would be included in the incident Demobilization Plan. Functional requirements include safety, logistics, fiscal considerations, and release priorities that would be addressed in the plan. Attendees normally include Command, OSC, PSC, LSC, FSC, LNO, SO, Intelligence Officer, PIO, and Demobilization Unit Leader (DMOB). 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.

C.5.6 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.

C.6 ICS Forms

The following ICS forms relating to the EOC Action Plan can be found via this SharePoint link: [ICS Forms](#):

- EOC Action Plan Workbook Blank Template
- EOC Action Plan Workbook Maps
- EOC Action Plan Workbook With Forms
- EOC Action Plan Workbook With Forms
- ICS 202 Incident Objectives
- ICS 203 EOC Organization List
- ICS 204 Assignment List
- ICS 205A Communications
- ICS 206 Medical Plan
- ICS 207 ICS Organization Chart
- ICS 208 Safety Message
- ICS 230 Daily Meeting Schedule

The following additional ICS forms can be found via this SharePoint link: [Other ICS Forms](#).

- ICS 211 Check In and Out Log
- ICS 213 General Message
- ICS 214 Unit Log
- ICS 215 Operational Planning Worksheet
- ICS 215A Incident Safety Analysis
- ICS 220 Air Operations Summary
- ICS 221 Field Employee Demobilization Release

Appendix D. EOC Checklists, Tools, Agendas, and Meeting Schedule

D.1 EOC Position Checklists and Tools

The EOC position checklists and related forms and tools are found on [EOC Resources](#) SharePoint site. Within this site, information is available on the following sections:

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

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

D.2 EOC Agendas

The following EOC 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
- EOC Planning Meeting Agenda
- Additional Agendas By EOC Section:
 - Logistics--EOC Logistics Call, Human Resources, Corporate Security, Shared Services
 - Command Staff--Corporate Communications, Customer Care, and External Relations
 - Operations--Diablo Canyon, Electric Operations, Energy Management, Gas Operations, Information Technology, Power Generation

Refer to Appendix C for details on each EOC meeting and for other Planning “P” meeting agendas. Refer to D.3 and D.4 for a sample EOC Meeting and Report Schedule.

D.3 Government Contacts

Government contact information is found on the [EOC Resources](#) SharePoint site, the [Electric Emergency Management](#) site (under contacts), and in PG&E’s Emergency Communications Annex.

D.4 Sample ICS 230 EOC Meeting Schedule Op. Period 1

Below is a sample meeting schedule for a Level 4/5 incident for operational period one. The EOC meeting schedule and times change depending on the incident, especially during the first operational period. Note the sample schedule below is for an operational period of 24 hours, and two, twelve-hour shifts.

Meeting Schedule (Commonly-held meetings are included.)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees	Call / Location
Operational Period 1					
0700	Incident Occurs				
0715	Geosciences or Cyber Security Call	Discuss incident and need to activate EOC.	Geosciences Manager	VP Electric Distribution, Director EP&R, Geosciences Manager (for earthquake), Director of Cybersecurity (for cybersecurity incident)	Call
0730-0800	Executive Briefing	Line of business call where the VP of Electric Distribution informs the line of business (operating) executives about the incident, activation of the EOC, and requests situational information for the next call.	Director of EP&RS	Executive Team (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director of EP&RS	Call
0845	EOC Objectives Meeting	Review priorities, limitations and constraints. Create EOC objectives.	EOC Commander or P&I Section Chief	EOC Commander, P&I Section Chief, Operations Section Chief	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)
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	EOC Members: P&I Section Chief; Operations Section Chief; Electric Distribution, Transmission/Substation, Power Generation Operations Branch Directors; Logistics Section Chief; Finance Section Chief; Liaison; HR; Customer Strategy; Public Information Officer; Resource Unit Leader; REC ICs; SO&C; Sub / Tline Directors; GEC Commander	Call
1030	EOC Command & General Staff Meeting	<ul style="list-style-type: none"> 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

Meeting Schedule (Commonly-held meetings are included.)					
Time	Call / Meeting Name	Purpose	Facilitator	Attendees	Call / Location
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 Section Chief, Operations Section Chief	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	EOC Staff: Operations Section Chief, P&I Section Chief, Logistics Section Chief, Resource Management Unit Leader, Advanced Planning Unit Leader	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	EOC Logistics, REC and GEC Logistics, MTCC Logistics, Base Camp Logistics	Call
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. 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
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 of EP&RS	Executive Team (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director of EP&RS	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	EOC: P&I Section Chief, Operations Section Chief, Logistics Section Chief, Resource Management Unit Leader, Situation Unit Leader; Regions: REC Logistics Leads, REC ICs	Call

D.5 Sample ICS 230 EOC Meeting Schedule (Steady State)

Below is a sample meeting schedule for a Level 4/5 incident for operational period two and beyond. Note the sample schedule below is for an operational period of 24 hours, and two, twelve-hour shifts. The EOC meeting schedule and times may change depending on the incident.

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 (room 118)
0800	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	EOC Members: P&I Section Chief; Operations Section Chief; Electric Distribution, Transmission/Substation, Power Generation Operations Branch Directors; Logistics Section Chief; Finance Section Chief; Liaison; HR; Customer Strategy; Public Information Officer; Resource Unit Leader; REC ICs; SO&C; Sub / Tline Directors; GEC Commander	Call
0900	EOC Command & General Staff Meeting	<ul style="list-style-type: none"> 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
0930	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 of EP&RS	Executive Team (Presidents, SVPs, VPs, Chief Risk and Audit Officer, General Counsel), Director of EP&RS	Call
Refer to Section D.4 Sample ICS 230 EOC Meeting Schedule Op. Period 1 for subsequent meetings, as of 1430.					

D.6 Sample ICS 230A EOC Report Schedule

The EOC report schedule changes depending on the incident, especially during the first operational period. Below is a sample report schedule for operational period two and beyond, where the operational period is 24 hours, and there are two shifts.

Sample EOC Report Schedule				
Date/Time	Report Name	Purpose	Responsible	Send To
Hourly	Summary Report	Provides data on customers impacted, restored and remaining	Situation Unit Leader	EOC Command and General Staff
0800	Weather Forecast Sent	Provide a snapshot in time of the current count and information	Technical Specialist - Weather	EO EOC Out
1000	Restoration Work Plan Update Report	Contains crew staffing plan for the next operational period.	Advanced Planning Unit Leader	IC and Resource Unit Management 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 and Resource Unit Management Leader
1730	Draft EOC Action Plan for next Op Period	Contains objectives reflecting incident strategy, actions, and supporting information for the next operational period.	Documentation Unit Leader	IC, P&I Section Chief
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, and 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, and supporting information for the next operational period.	Documentation Unit Leader	EO EOC Out
Approved By: (EOC Commander or P&I Section Chief)			Date/Time:	

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Appendix E. Mobile Command Vehicles (MCVs)

As stated previously in this plan, a MCV is a specialized vehicle that can be deployed to the scene of an emergency. MCVs are used to help facilitate communication between response crews, command staff, and government agencies.

Transportation Services (TS) is the only entity authorized to drive MCVs. TS personnel also:

- Operate the MCVs and remain at the location until the incident or event is over or they are relieved by other TS personnel. (Note: A 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.)
- Are responsible for set up, take down, and performance management of the generating equipment while the MCV is operating.

Information Technology (IT) personnel are responsible for operating and troubleshooting issues with MCV communication equipment, including computers and peripherals.

E.1 Type I MCV Commander (Commander)

PG&E has two Commander motor coaches available for Electric and Gas emergencies. Commanders are outfitted for large, multi-day incidents near the site of an emergency that require the capabilities of a large mobile command center.



Figure E.4 Commander

Table E.10.1 lists Commander specifications and onboard features.

Table E.10.1 Commander Specifications and Onboard Features	
Category	Specifications / Features
Length/Width/Height (L/W/H)	<ul style="list-style-type: none"> • 39' L • 8.5' W (add 10' on passenger side for awning and slide-outs, and add 5' on driver side for slide-outs) • 13.6' H outside clearance needed; 7' H inside
Fuel Capacity	<ul style="list-style-type: none"> • 80 gallons
Run Time for Generator Under Full Load	<ul style="list-style-type: none"> • 96 hours (assuming full tank of fuel, when parked on level ground)*
Workstations	<ul style="list-style-type: none"> • 11 Dell laptops, docking stations, external keyboards, and mice • 1 Dell desktop, keyboard, and mouse • 7 H-P monitors
TVs and DVD Player	<ul style="list-style-type: none"> • 1 LCD television (42") • 2 LCD televisions (32") • 6 LCD televisions (26") • 1 Blu-ray DVD
Phones and Radios	<ul style="list-style-type: none"> • 12 Yaelink Enterprise SIP-T20P VoIP phones • 1 satellite phone • 5 Verizon mobile phones • 5 AT&T mobile phones • 2 Kenwood radios • 1 Tait radio • Raytheon ACU 2000IP controller • Wireless access point (WAP)
Other	<ul style="list-style-type: none"> • 1 plotter • 1 printer/scanner/fax • 1 conference table • 3 roof-mounted HVAC units • 1 refrigerator • 1 toilet • 2 sinks

One Commander is stored at each location shown in [Table E.10.2](#). (Refer to [EMER-4011P-01, Operating Procedures for Type 1 Mobile Command Vehicle Commander](#), and [EMER-4011P-02,](#)

[Operating Procedures for Communication Center in Type 1 Mobile Command Vehicle Commander](#) for additional information about Commanders.)

Table E.10.2 Commander Storage Locations		
Vehicle ID	Location	Name and Physical Address
B26034	Fresno	Fresno Garage FRSG (FRG) 650 "O" Street (for U.S. mail) 3530 E. California Ave. (for UPS) Fresno, CA 93702
B26035	Davis	Major Fleet Repair (Parent) Garage DAVG (DAG) 316 "L" Street Davis, CA 95616

E.2 Type III MCV Sprinter

PG&E has four Sprinter vans in its fleet. Sprinters are best suited for short-duration incidents that do not require the extensive capabilities of a Commander. These vehicles are outfitted for small, one- or two-day incidents that require personnel to be stationed near the site of an emergency.



Figure E.2 Sprinter

Table E.10.3 lists Sprinter specifications and onboard features.

Table E.10.3 Sprinter Specifications and Onboard Features	
Category	Specifications
Length/Width/Height	<ul style="list-style-type: none"> 24' L 6.6' W (Add 10' on passenger side for awning and add 10' on driver side for data and phone jacks) 10'6" H outside clearance needed (25' H outside clearance needed if deploying the cell/UHF antenna); 6.5' H inside
Fuel Capacity	<ul style="list-style-type: none"> 26.4 gallons
Run Time for Generator under Full	<ul style="list-style-type: none"> 48 hours (assuming full tank of fuel, when parked on level ground)

Table E.10.3 Sprinter Specifications and Onboard Features

Category	Specifications
Load	
Workstations	<ul style="list-style-type: none"> • 3 laptops, external keyboards, mice, and laptop stand • 1 desktop, wireless keyboard and mouse • 1 H-P LCD monitor
TVs	<ul style="list-style-type: none"> • 1 LCD television
Radios and Phones	<ul style="list-style-type: none"> • 5 Yaelink Enterprise SIP-T20P VoIP phones • 1 satellite phone • 5 Verizon mobile phones • 5 AT&T mobile phones • 2 Kenwood radios • 1 Tait radio • Raytheon ACU 2000IP controller • Wireless Access Point (WAP)
Other	<ul style="list-style-type: none"> • 1 plotter • 1 printer/scanner/fax • 1 roof-mounted HVAC unit

One Sprinter is stored at each location shown in [Table E.10.4](#). (Refer to [EMER-4010P-01, Operating Procedures for Type III Mobile Command Vehicle Sprinter](#), and [EMER-4010P-02, Operating Procedures for Communications Center in Type III Sprinter](#) for additional information about Sprinters.)

Table E.10.4 Sprinter Storage Locations

Vehicle ID	Location	Name and Physical Address
B26036	San Francisco	Treat Street Garage (Parent) TRTG (TRG) 536 Treat Ave. (garage location) San Francisco, CA 94110
B26037	Santa Rosa	San Rafael Garage (Parent) Santa Rosa Garage SRSG (SNG) 3965 Occidental Rd. Santa Rosa, CA 95401
B26038	San Jose	Cinnabar Garage (Parent) CING (CIN) 308 Stockton Ave. San Jose, CA 95126
B26039	Stockton	Stockton Garage (Parent) STOG (STG) 4040 West Lane

Table E.10.4 Sprinter Storage Locations

Vehicle ID	Location	Name and Physical Address
		Stockton, CA 95204

E.3 Emergency Communications Trailers (ECTs)

In addition to the Commanders and Sprinters, the MCV fleet has four ECTs used to enhance radio communications in the event of poor radio coverage. The ECTs are strategically located within the PG&E network at Marysville, Santa Rosa, Stockton, and Salinas. ECTs act as mobile radio repeaters by augmenting radio coverage and providing better communications for PG&E crews and other emergency responders working in affected areas during emergencies and restoration efforts.

Each trailer is outfitted with radios and frequencies to accommodate most talk groups within PG&E. They also include a multi-band radio scanner installed to pick up local communications and other radio equipment that allows for interoperability with other agencies such as CAL FIRE and Cal OES.



Figure E.3 Emergency Communications Trailer

E.3.1 ECT Specifications

- 150 MHz repeaters/radios
- 450 MHz repeaters/radios
- Multi-band radio scanner
- Future expansion to cell or satellite communications.

One ECT is stored at each of the locations shown in [Table E.10.5](#).

Table E.10.5 ECT Storage Locations		
Vehicle ID	Location	Name and Physical Address
B24599	Marysville	Marysville Garage 29 4 th Street Marysville, CA 95901
B27825	Santa Rosa	Santa Rosa Garage SRSG (SNG) 3965 Occidental Rd. Santa Rosa, CA 95401
B27824	Salinas	Salinas Garage 401 Work Street Salinas, CA 93901
B24600	Stockton	Stockton Garage STOG (STG) 4040 West Lane Stockton, CA 95204

E.4 MCV Emergency Activation

To submit a request for an MCV for an Electric or Gas emergency deployment, contact the EOC On-call Coordinator at (415) 973-9999. Press option 1 for Electric and option 2 for Gas.

E.5 MCV Non-emergency Activation

An online reservation site is used for ordering MCVs for non-emergency deployment, such as vehicle demonstrations and exercises. These requests must be submitted at least five working days before the desired event date. The link for the reservation site is

<http://www/MCV/Reservations/Default.aspx>.

Appendix F. Job Aids

F.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:

- Workers use phonetics for equipment label designations, safeguard trains, electrical phases, or channel designations
- Workers avoid using phonetic words other than those designated
- Workers have a standard list of accepted acronyms and abbreviations
- Workers avoid the use of similar-sounding words that have different meanings such as increase and decrease
- Workers use specific or standard terms and avoid slang terminology

F.2 Three-way Communication

What it is

The three-way communication technique is a human performance tool that helps ensure personal and public safety. It promotes 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 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. During this exchange, the receiver restates equipment-related information exactly as spoken by the sender. Third, the sender informs the receiver whether 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 the receiver does not understand the message, they 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 assure 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 plant

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 states their name and work location 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 that is needed so as to allow the receiver to understand the message
- Sender verifies receiver understood the message
- Receiver 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 only given information related to the immediate task
- Receiver 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)