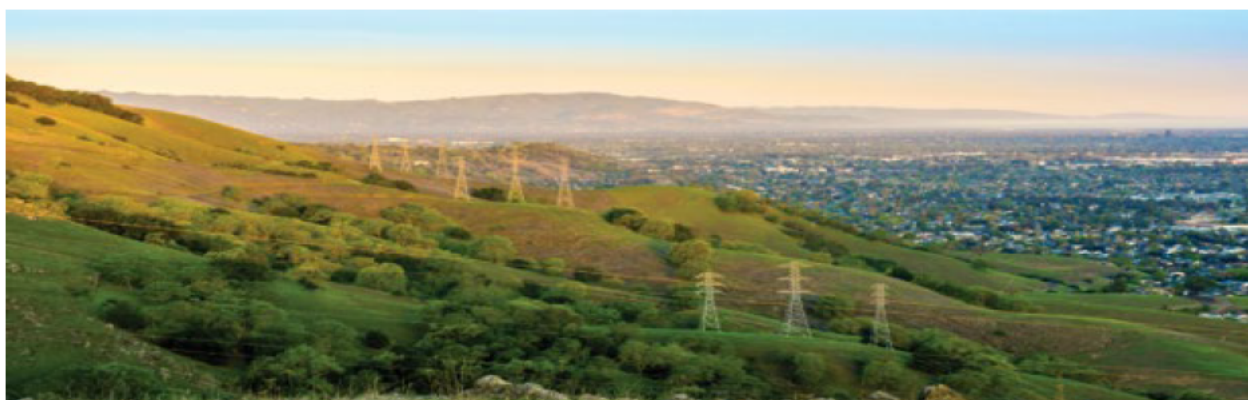




2024 Public Safety Power Shutoff (PSPS) and Wildfire (WF) Full Scale Exercise (FSE) April 15-19, 2024

After-Action Report (AAR)





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EXERCISE OVERVIEW

Exercise Name	2024 Public Safety Power Shutoff (PSPS) and Wildfire Full-Scale Exercise (FSE)	
Exercise Dates	April 15-19, 2024. Command and General Staff were in-person at the Vacaville Emergency Response Center (VERC).	
Scope	The FSE simulated R5-Plus weather conditions to test PG&E's ability to prepare for, respond to, and recover from a PSPS and Wildfire event in alignment with the Company Emergency Response Plan (CERP), PSPS Annex, Wildfire Annex, and functional area specific plans. The scenario challenged players to respond in real-time to solve operational concerns.	
Exercise Objectives	The overarching exercise objectives aligned to the following core capabilities: <ol style="list-style-type: none">1. Planning2. Operational Coordination and Communication3. Public Information and Warning4. Situational Awareness5. Critical Resources6. Fire Management and Suppression7. Natural and Cultural Resources	
Threat/Hazard	R5-Plus Weather Conditions & Wildfire Risk	
Participating Functional Areas	<ul style="list-style-type: none">▪ Electric Distribution▪ Transmission Grid Operations▪ Electric Transmission▪ Electric Field Operations▪ Information Technology▪ Electric Incident Investigations▪ Corporate Safety▪ Corporate Security▪ Corporate Real Estate Strategy and Services (CRESS)▪ Hazard Awareness & Warning Center (HAWC)▪ Safety and Infrastructure Protection Team (SIPT)▪ Customer Care▪ Human Resources▪ Marketing & Communications▪ PSPS Technology/Operations▪ Meteorology▪ Public Affairs▪ Temporary Generation▪ Finance▪ Vegetation Management▪ Power Generation▪ Gas Operations▪ PSPS PMO▪ Aviation Services▪ Corporate Affairs▪ Supply Chain Logistics	
Points of Contact	<div>██████████</div> EP&R Pacific Gas and Electric <div>██████████</div>	<div>██████████</div> EP&R Pacific Gas and Electric <div>██████████</div>



EXERCISE DESIGN AND PARTICIPATION

The 2024 PSPS FSE was designed to test seven exercise objectives aligned to PG&E's core capabilities.

1. **Objective 1 — Planning:** Implement a PSPS planning cycle according to CERP procedures and ICS principles that uses the circuit information provided to conduct a PSPS and develop a restoration plan prior to receiving the "All Clear" from the Officer-in-Charge.
2. **Objective 2 — Operational Coordination and Communication:** Implement a response structure that effectively integrates EOC sections, Functional Areas (FAs), field crews, and external partners into a cohesive team capable of successfully aligning operational activities with internal and external priorities to safely manage the PSPS and Wildfire event (PSPS patrol assets, qualify and re-qualify patrollers, both air and ground patrols).
3. **Objective 3 — Public Information and Warning:** Communicate strategic messages to key audiences including PG&E personnel, Public Safety Partners, and customers including developing press releases, social media posts, and FAQs for the public and delivering required notifications to Cal OES, CPUC, and other regulatory bodies.
4. **Objective 4 — Situational Awareness:** Support company-wide situational awareness by establishing and maintaining a common operating picture across the response organizational structure to meet the needs of relevant internal and external stakeholders impacted by PSPS (e.g., critical, medical baseline, and commercial customers).
5. **Objective 5 — Critical Resources:** Analyze the impacted area to prioritize available resources in a way that reduces physical security concerns and minimizes impacts of the shutoff to company facilities and other critical infrastructure.
6. **Objective 6 – Fire Management and Suppression:** Provide support to firefighting activities to manage and suppress fires of all types and complexities while protecting the lives, property, and the environment in the affected area.
7. **Objective 7 — Natural and Cultural Resources:** Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and to reserve, conserve, rehabilitate, and support them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.



EXERCISE SCENARIO

While PG&E Meteorology was tracking the weather, they noted some variable weather conditions. A dry, offshore wind event was expected to develop Thursday, April 18th, 2024, with increasing winds during the late morning timeframe, before reaching peak intensity Thursday evening. Wind speeds were expected to be highly variable, reaching 25 – 35 mph with gusts 45 – 55+ mph across elevated terrain. The Meteorology Services team utilized the Distribution System Operations (DSO) Storm Outage Prediction Project (SOPP) modeler to determine the severity of the incident.

The DSO SOPP Model had projected a Cat 2 system total wind event, with Cat 3 outage totals possible for some divisions, indicating that some significant adverse weather was possible. The model showed the potential impact for up to 56,500 customers on Thursday, April 18th and approximately 64,600 customers for Friday, April 19th.

NOTE: The DSO SOPP model provides a forecast of unplanned outages for the entire territory. The SOPP model numbers are independent of and do not include those who may be de-energized due to PSPS.

Winds had been forecasted to decrease below outage thresholds between 0700 and 0900 hours on Friday, April 19th. The DSO SOPP model and derivative products showed typical resource requirement for a wind event; no resources had been added to account for increased patrolling needs.

Given the extremely dry conditions, Extreme-Plus fire danger was expected between 1400 Thursday and 1000 Friday in Fire Index Areas (FIA) 105, 140, 150, 154, 175, 177, 180, 185, 190, 244, 246, 247, 248, 250, 280, 282, 300, 305, 320, 330, 335, 340, 345, 348, 350, 360, 370, 400, 420, 424, 427, 428, 430, 438, 440, 448, 450, 490, 500, 507, 510, 512, 518, 520, 525, 530, 535, 540, 545, 553, 560, 575, 582, 585, 586, 588, 590, 651.

On the morning of April 16, 2024, a small brush fire was reported near Bowman Lake Road spreading west-southwest into a canyon along the South Yuba River. The fire continued to grow rapidly under gusty offshore flow during the day, eliciting a response from multiple fire agencies. Over subsequent days, the forecasted strong, offshore wind event allowed the fire to grow to several thousand acres impacting PG&E's Drum-Spaulding hydro operations and assets from various public utilities. Additionally, evacuations were ordered for communities both north and along the Interstate 80 corridor. The fire burned about 66,000 acres and was named the Bowman Fire.



PG&E EXTENT OF PLAY

PG&E conducted the FSE as a five-day event on April 15-19, 2024, with Readiness Posture beginning on Monday, April 15, 2024, with specified on-call EOC Readiness positions. Exercise play continued with an EOC activation at 1300 on Monday, April 15, 2024. The exercise paused (Pause-Ex) at 1800 every day and resumed (Resume-Ex) the next day at 0600. On the last day, the exercise ended (End-Ex) at 1600 on April 19, 2024, then followed by the Player Hotwash.

The FSE exercised the procedures to mitigate a PSPS Event impacting the North Coast, North Valley/Sierra, Bay Area, South Bay/Central Coast, and Central Valley Regions of the PG&E Service Territory. A concurrent wildfire ignition took place in the North Valley/Sierra Region to test PG&E's ability to mitigate multiple incidents and meet wildfire-specific regulatory compliance requirements.

EOC Command and General Staff were in-person at the Vacaville Emergency Response Center (VERC/EOC). The Central Valley Regional Emergency Center (REC) as well as the Fresno, Stockton, Yosemite, and Kern Operational Emergency Centers (OEC) participated in person and in the field conducting the patrol and restoration phase. This fulfilled the Full-Scale component of the exercise and accomplished numerous PSPS-centric regulatory compliance requirements.

This exercise included members of On-Call Emergency Operations Center, Regional Emergency Centers, and Operations Emergency Centers, participants from other local and Functional Area-specific emergency centers as well as Local, County, State Public Safety Partners, Access and Functional Needs agencies, Community Based Organizations, Transmission-level customer, and Telecommunications partners.

EVALUATION METHODOLOGY

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

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

PLAYER PERFORMANCE

Evaluators assessed group performance using an outcome-oriented process to assess the degree to which PG&E successfully achieved each exercise objective. To assist evaluators, Exercise

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



Evaluation Guides (EEG) included the following:

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

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

PG&E evaluated positions according to their roles and responsibilities within the ICS structure:

<ul style="list-style-type: none">▪ EOC Commander/Deputy▪ Public Information Officer (PIO)▪ Liaison Officer (LNO)▪ Customer Strategy Officer (CSO)▪ Safety Officer (SO)	<ul style="list-style-type: none">▪ Operations (OPS) Section▪ Planning (PLANS) Section▪ PSPS Section▪ Logistics (LOG) Section▪ Finance & Administration (F&A) Section▪ Intelligence & Investigations (I&I) Section
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PERFORMANCE RATING SYSTEM

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

Table 2: PG&E Exercise Performance Rating System

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



Table 3 illustrates the overall performance of objectives by the exercise participants. A complete performance analysis by section is contained in Appendix D.

Table 3: PSPS FSE Overall Performance Rating

Objective	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination and Communication		X		
Public Information and Warning	X			
Situational Awareness		X		
Critical Resources		X		
Fire Management and Suppression		X		
Cultural and Natural Resources	X			



ANALYSIS OF CORE CAPABILITIES

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

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

CORE CAPABILITY 1: PLANNING

Objective 1

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

Strengths

Actions and strategies continued to improve to include more of the business.

Planning Section used in-person capabilities at the EOC to walk over to get late objectives from each Section Chief or Deputy.

Areas for Improvement

Some EOC position job aides and checklists were outdated.

CORE CAPABILITY 2: OPERATIONAL COORDINATION AND COMMUNICATION

Objective 2

Implement a response structure that effectively integrates EOC sections, Functional Areas (FAs), field crews, and external partners into a cohesive team capable of successfully aligning operational activities with internal and external priorities to safely manage the PSPS and Wildfire event (PSPS patrol assets, qualify and re-qualify patrollers, both air and ground patrols).



Strengths

The EOC structure contains a PSPS section which provides an organizational structure that leads to clear roles and responsibilities, checks and balances on key decisions, and appropriate span of control allowing the team to maintain focus on the event.

Safety objectives were established and disseminated, Safety tailboards were held before each flight operation, along with safety briefings in the emergency centers. This Exercise concluded with ZERO safety incidents.

Areas for Improvement

Liaison (LNO) and PSPS communication specialists were unfamiliar with LNO file production and testing and did not understand what to do when issues arose.

Foundry playbook status was not provided to everyone involved in the response; many needed to know when the data was available so they could start their reporting process.

Power Generation was unfamiliar with impacts to their facilities during a PSPS and/or wildfire.

CORE CAPABILITY 3: PUBLIC INFORMATION AND WARNING

Objective 3

Communicate strategic messages to key audiences including PG&E personnel, Public Safety Partners, and customers including developing press releases, social media posts, and FAQs for the public and delivering required notifications to Cal OES, CPUC, and other regulatory bodies.

Strengths

Maintained timeliness, accuracy, and consistency in all information released to external audiences.

COR Bridge Line improved over the exercise to ensure solid communication between key players and partners during each of the communication sequences

Areas for Improvement

Attendance by PIO team was minimal on the COR (Communications Operating Review) bridge line.

Multiple Time Places (TPs) within one county could not be reflected in the current version of the Cal OES form.



CORE CAPABILITY 4: SITUATIONAL AWARENESS

Objective 4

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

Strengths

External agencies and regulators toured the EOC and gained valuable insight into the PG&E EOC and PSPS process.

Areas for Improvement

Model errors occurred between planning scope and actual grid configuration (e.g., Oxbow switches). Old modeling was used for playbook development.

CORE CAPABILITY 5: CRITICAL RESOURCES

Objective 5

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

Strengths

A Community Resource Center (CRC) was constructed at the EOC which allowed many people who are involved in CRCs to see one and learn about the resources they provide to our customers.

Northern California Power Agency (NCPA) successfully requested Backup Generation for the City of Lompoc municipality, and our Temporary Generation team was able to provide backup generation for some of their critical facilities.

Areas for Improvement

There is confusion on roles and responsibilities for the request of Mutual Aid.

Resource Unit is not in Operations which led to resource miscommunication and process errors between Planning Section and Operations Section personnel.



CORE CAPABILITY 6: FIRE MANAGEMENT AND SUPPRESSION

Objective 6

Provide support to firefighting activities to manage and suppress fires of all types and complexities while protecting the lives, property, and the environment in the affected area.

Strengths

None observed.

Areas for Improvement

SIPT resources were in high demand and individuals were not sure who was responsible for managing them.

Players outside the HAWC struggled to understand hazard reports and information regarding the wildfire portion of this exercise.

CORE CAPABILITY 7: NATURAL AND CULTURAL RESOURCES

Objective 7

Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and to reserve, conserve, rehabilitate, and support them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

Strengths

The Liaison team had good communication throughout the exercise with our tribal Liaison.

Land and Environmental teams were heavily engaged and found real-time processes to help integrate into future exercises.

Areas for Improvement

None observed.



CONCLUSION

During the Full-Scale Exercise on April 15-19, 2024, PG&E and our external partners were able to complete all the objectives of the exercise with success. This annual exercise illustrates our strong relationships with our public safety partners and other stakeholders.

This year's exercise was "boots on the ground" with the Central Valley Regional Emergency Center and their Operational Emergency Centers, all in play, patrolling lines and activated in their emergency centers. The wildfire component of this exercise instigated play and prompted "outside the box" thinking for the Power Generation Functional Area because their hydro facilities were close to the fire simulation. Many of the other functional areas learned from this exercise what they would not normally, if activated for a PSPS event. A Community Resource Center (CRC) was setup at the VERC, and many of our public safety partners and PG&E personnel were able to visit and learn how a CRC operates.

This FSE After Action Report focuses on identifying the processes and procedures that need improving, updating, training, or all the above. As we learned in the After-Action meeting, some of these areas identified for improvement are in progress or have already been completed. The 2024 PSPS Seminar later this year will present these updates to the wider PG&E audience and our public safety partners. PG&E has grown a great deal since the PSPS program first started and this exercise shows how well prepared each Functional Area is in responding in a PSPS event and coordinating with our public safety partners throughout. The findings in this report will be used to improve and update the PSPS Annex, EOC Section Position Guides, other emergency plans, and additional training.



APPENDIX A: IMPROVEMENT PLAN

Table A1: Improvement Plan

CA #	Core Capability	Area for Improvement	Corrective Action	Responsible FA	FA Point of Contact	Start Date	End Date	CAP Needed	Notes
24PSPS1	Planning	Some EOC job aides and checklists were outdated.	EOC staffing coordinators and EP&R to update job aides, checklists and wikis.	EP&R Response		7/1/24	7/17/24	CAP #122926831	In progress
24PSPS2	Operational Coordination and Communication	Liaison (LNO) and PSPS communication specialists were unfamiliar with LNO file production and testing and did not have an understanding of what to do when issues arose.	Conduct training for LNO and PSPS communication process and file production	LNO PSPS		7/1/24	12/31/24	Yes	



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CA #	Core Capability	Area for Improvement	Corrective Action	Responsible FA	FA Point of Contact	Start Date	End Date	CAP Needed	Notes
24PSPS3	Operational Coordination and Communication	Foundry playbook status was not provided to everyone involved in the response; many needed to know when the data was available so they could start their reporting process.	Review distribution list that the PSPS Deputy sends when the plan is approved in Foundry to ensure Facilities is included.	PSPS PMO		5/30/24	6/15/24	No	Completed
24PSPS4	Operational Coordination and Communication	Power Generation was unfamiliar with impacts to their facilities during a PSPS and/or wildfire.	Conduct PSPS specific training and evaluate need for Foundry access	Power Gen PSPS PMO		7/1/24	12/31/24	Yes	
24PSPS5	Public Information and Warning	Attendance by PIO team was minimal on the COR (Communications Operating Review) bridge line.	PSPS team to address in the 2024 readiness and preparedness training	PSPS		7/1/24	completed	No	



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CA #	Core Capability	Area for Improvement	Corrective Action	Responsible FA	FA Point of Contact	Start Date	End Date	CAP Needed	Notes
24PSPS6	Public Information and Warning	Multiple Time Places (TPs) within one county cannot be reflected in the current version of the Cal OES form.	PSPS team will confirm with Cal OES to determine if appropriate changes can be made.	EP&R PSPS LNO		7/1/24	12/31/24	Yes	
24PSPS7	Situational Awareness	Model errors occurred between planning scope and actual grid configuration (e.g., Oxbow switches). Old modeling was used for playbook development.	Ensure old modeling is not used in playbook development and is communicated	PSPS GCC		7/1/24	8/30/24	Yes	In progress
24PSPS8	Critical Resources	There was confusion on roles and responsibilities for the request of Mutual Aid.	Mutual Aid process is being updated. Training on process will be provided.	EP&R		In progress	12/15/24	CAP # 1242953 14	In progress



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CA #	Core Capability	Area for Improvement	Corrective Action	Responsible FA	FA Point of Contact	Start Date	End Date	CAP Needed	Notes
24PSPS9	Critical Resources	Resource miscommunication and process errors occurred between Planning Section and Operations Section.	Develop a resource management procedure,	EP&R		In progress	12/15/24	CAP # 124295314	In progress
24PSPS10	Fire Management and Suppression	SIPT resources were in high demand and individuals were not sure who was responsible for managing them	Develop a working group to include SIPT duty officer EOC/REC/OEC operations to understand and/or develop a process for requesting/tracking SIPT resources.	SIPT EP&R		7/1/24	12/31/24	Yes	
24PSPS11	Fire Management and Suppression	Players outside the HAWC struggled to understand hazard reports and information regarding the wildfire portion of this exercise.	Evaluate need for a Quick Reference Guide regarding fire information during EOC activations. (Ex. SIT Rep for fire info, where to sign up for Incident Reports)	HAWC EP&R		7/1/24	12/31/24	Yes	



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CA #	Core Capability	Area for Improvement	Corrective Action	Responsible FA	FA Point of Contact	Start Date	End Date	CAP Needed	Notes
24PSPS12	Exercise Design	Lack of coordination between FA (Functional Area) interdependencies when creating injects	Conduct training on MSEL development to include inject writing and go over in MSEL coordination meeting.	EP&R		7/1/24	10/1/24	Yes	
24PSPS13	Exercise Design	There were technology and mapping issues related to the wildfire	Include GIS Tech Spec in the FSE development.	EP&R		7/1/24	10/1/24	No	
24PSPS14	Exercise Design	Confusion around "trainees" versus "those shadowing" for the exercise and not getting the appropriate training	Create a one-page slide for those shadowing, that lists shadowing expectations. Include the page in the player briefing.	EP&R		7/1/24	10/1/24	Yes	
24PSPS15	Exercise Design	No STOEC players or planners	Include a STOEC planner in exercise development.	EP&R STOEC		In Progress	8/1/24	No	New STOEC planners have been identified as of 5/2024



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CA #	Core Capability	Area for Improvement	Corrective Action	Responsible FA	FA Point of Contact	Start Date	End Date	CAP Needed	Notes
24PSPS16	Exercise Design	The lack of use of the site request process for emergency sites during the exercise created confusion on the sites requested and type.	Evaluate potential to include process/forms in the MS Teams Exercise Environment for use during exercises.	Land Logs EP&R T&E		7/1/24	12/31/24	Yes	



APPENDIX B: SECTION-SPECIFIC PERFORMANCE

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

EOC COMMANDER & DEPUTY

Table B1: EOC Commander Performance Ratings by Core Capability

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



SAFETY OFFICER

Table B2: Safety Officer Performance Ratings by Core Capability Strengths

Objective	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination and Communication	X			
Public Information and Warning	X			
Situational Awareness	X			
Critical Resources	X			
Fire Suppression and Management	X			
Natural and Cultural Resources				X

INFORMATION TECHNOLOGY

Table B3: IT Performance Ratings by Objective

Objective	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination and Communication	X			
Public Information and Warning				X
Situational Awareness	X			
Critical Resources	X			
Fire Suppression and Management				X
Natural and Cultural Resources				X



PUBLIC INFORMATION OFFICER

Table B4: Public Information Officer Performance Ratings by Objective

Objective	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination and Communication	X			
Public Information and Warning	X			
Situational Awareness	X			
Critical Resources	X			
Fire Suppression and Management	X			
Natural and Cultural Resources				X

LIAISON OFFICER

Table B5: Liaison Officer Performance Ratings by Objective

Objective	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination and Communication		X		
Public Information and Warning		X		
Situational Awareness	X			
Critical Resources	X			
Fire Suppression and Management	X			
Natural and Cultural Resources				X



CUSTOMER STRATEGY OFFICER

Table B6: CSO Performance Ratings by Core Capability

Core Capability	Performed	Performed with Challenges	Not Performed	Not applicable N/A
Planning	X			
Operational Coordination and Communication	X			
Public Information and Warning	X			
Situational Awareness	X			
Critical Resources	X			
Fire Suppression and Management				X
Natural and Cultural Resources				X

OPERATIONS SECTION CHIEF & DEPUTY

Table B7: Operations Section Performance Ratings by Core Capability

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



OPERATIONS SECTION – POWER GENERATION

Table B8: Operations Section – Power Generation Performance Ratings by Core Capability

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



ELECTRIC DISTRIBUTION BRANCH – FRESNO DIVISION OPERATIONAL EMERGENCY CENTER (OEC)

Table B9: Fresno Division OEC Performance Ratings by Core Capability

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

ELECTRIC DISTRIBUTION BRANCH – KERN DIVISION OPERATIONAL EMERGENCY CENTER (OEC)

Table B10: Kern Division OEC Performance Ratings by Core Capability

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

ELECTRIC DISTRIBUTION BRANCH – YOSEMITE DIVISION OPERATIONAL EMERGENCY CENTER (OEC)

Table B11: Yosemite Division OEC Performance Ratings by Core Capability

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

ELECTRIC DISTRIBUTION BRANCH – STOCKTON DIVISION OPERATIONAL EMERGENCY CENTER (OEC)

Table B12: Stockton Division OEC Performance Ratings by Core Capability

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



ELECTRIC TRANSMISSION BRANCH

Table B13: ETEC Performance Ratings by Core Capability

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

VEGETATION MANAGEMENT BRANCH

Table B14: Vegetation Management Section Performance Ratings by Core Capability

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



INTELLIGENCE & INVESTIGATION SECTION

Table B15: Intelligence & Investigation Section Performance Ratings by Core Capability

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



PLANNING SECTION

Table B16: Planning Section Performance Ratings by Core Capability

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



HAZARD AWARENESS AND WARNING CENTER

Table B17: HAWC Performance Ratings by Core Capability

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



PSPS SECTION

Table B18: PSPS Section Performance Ratings by Core Capability

Capability	Performed	Performed with Challenges	Not Performed	Not Applicable N/A
Planning	X			
Operational Coordination and Communication	X			
Public Information and Warning		X		
Situational Awareness	X			
Critical Resources				X
Fire Management and Suppression				X
Natural and Cultural Resources				X

LOGISTICS SECTION

Table B19: Logistics Section Performance Ratings by Core Capability

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

LOGISTICS SECTION – CORPORATE SECURITY

Table B20: Corporate Security Performance Ratings by Core Capability

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



FINANCE & ADMINISTRATION SECTION (FINANCE)

Table B21: Finance Section Performance Ratings by Core Capability

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

FINANCE & ADMINISTRATION SECTION (HUMAN RESOURCES)

Table B22: Human Resources Section Performance Ratings by Core Capability

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

APPENDIX C: ACRONYMS AND ABBREVIATIONS

Table C1: Acronym and Abbreviation List

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



Acronym	Definition
FEMA	Federal Emergency Management Agency
FIA	Fire Index Area
FPI	Fire Potential Index
FSE	Full-Scale Exercise
FSS	Field Safety Specialist
GCC	Grid Control Center
GIS	Geographic Information System
HAWC	Hazard Awareness and Warning Center
HR	Human Resources
HRCC	Human Resources Coordination Center
HRO	Human Resources Officer
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
ICS	Incident Command System
I&I	Intelligence and Investigations
IMT	Incident Management Team
IT	Information Technology
ITCC	Information Technology Coordination Center
LNO	Liaison Officer
FA	Functional Area
LOG	Logistics
M&C	Marketing and Communications
MBL	Medical Baseline
MTCC	Materials and Transportation Coordination Center
NERC	North American Electric Reliability Corporation
NIMS	National Incident Management System
OEC	Operations Emergency Center
OIC	Officer-in-Charge
OP	Operational Period
OPS	Operations
OSC	Operations Section Chief
PauseEx	Pause of Exercise
PFS	Participant Feedback Survey
PG&E	Pacific Gas and Electric
PGBD	Power Generation Branch Director



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

APPENDIX D: PSPS FSE EXTERNAL PARTICIPATION

Several state, local, and community partners observed the PSPS and WF FSE. **Table D1** identifies the external partner agencies and their respective exercise participation. “X” indicates entity participated; “I” indicates entity was invited (participation not confirmed).

Table D1: External Organizations Participating in the PSPS & Wildfire Full-Scale Exercise

Participating External Agency	Player	Observer
State Agency Partners		
California Governor’s Office of Emergency Services (Cal OES)	x	x
California Department of Forestry and Fire Protection (CAL FIRE)		x
California Public Utility Commission (CPUC)	x	x
Filsinger Energy		x
California State Schools		x
Local Agency Partners		
Napa County OES		x
Trinity County OES		I
El Dorado OES		I
Lake County OES		I
Tehama County OES		I
Fresno County OES	x	x
Amador County OES		I
Sonoma County DEM		I
Mariposa County OES	x	x
Calaveras County OES		x
Madera County OES	x	x
Mendocino County OES		I
Butte County		I
Contra Costa County		x
Marin County OES	x	x
Yolo County OES	x	x
Winters Fire Department	x	x
Sierra County OES		x
Shasta County OES		x
Telecommunication Companies		



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AT&T		x
Comcast		x
T-Mobile		x
Astound/Wave		x
Frontier Communications		x
Verizon		x
Mediacom		x
Utility Partners		
Northern California Power Agency	x	x
City of Lompoc Electric		x
San Diego Gas & Electric		x
Southern California Edison		x
Tennessee Valley Authority		x
Excel Energy		x
Ernst & Young (Finance Benchmarking)		x
Community Based Organizations		
CFILC	x	x
California 211 Providers Network		x
Providence		x