



2023 Public Safety Power Shutoff Full-Scale Exercise

After-Action Summary Report

Publication Date: June 30th, 2023

The After-Action Summary Report outlines strengths and areas identified for improvement. Remedial steps related to each area of improvement are outlined below for consideration.



EXERCISE OVERVIEW

Exercise Name	Public Safety Power Shutoff (PSPS) Full-Scale Exercise (FSE)
Exercise Dates	May 1, 2023, from 900 a.m. – 3:30 p.m. May 2, 2023, from 9:00 a.m. – 2:00 p.m.
Purpose	The purpose of the exercise was to test SDG&E's understanding of de-energization and notification procedures for a PSPS event, and was designed to provide a forum for internal participants and external stakeholders to enhance their knowledge, understanding, and ability to implement appropriate actions responding to PSPS events while adhering to CPUC compliance guidelines.
Objectives	<ul style="list-style-type: none">• Operational Coordination: Exhibit the ability to implement PSPS processes in accordance with all applicable SDG&E PSPS plans, policies, and procedures, and in compliance with current CPUC PSPS guidelines.• Operational Communication: Engage with public safety partners, providers, and agencies to establish and maintain situational awareness throughout the duration of a PSPS event.• Public Information and Warning: Demonstrate the ability to deliver all required notifications to impacted public safety partners, regulators, and customers, in accordance with established regulatory PSPS protocol timelines.• Community Resilience: Display the capability to initiate and maintain support programs for customers, to include Access and Functional Needs services, and other programs as appropriate.
Threat Or Hazard	Elevated or extreme fire weather threat event
Scenario	Conditions triggering PSPS activation with wildfire
Participating Organizations	<ul style="list-style-type: none">• SDG&E• Local, State, Federal, Tribal and Nongovernmental Public Safety Partners
Point Of Contact	Jessica Kunert Emergency Management Training Manager jkunert@sdge.com

Executive Summary

The 2023 SDG&E Public Safety Power Shutoff (PSPS) FSE was conducted on May 1 & 2, 2023, and was the second of two exercises conducted as part of the annual PSPS exercise series, as mandated by the California Public Utilities Commission (CPUC). The series was developed and delivered involving both internal SDG&E participants and applicable external agencies. Furthermore, this series was designed to continue to build upon experience and lessons learned during previous training, exercises, and real-world events.

The purpose of the FSE was to evaluate SDG&E's PSPS operations throughout the duration of a PSPS event scenario. It was designed to provide an operational training environment for internal participants and external stakeholders to enhance their knowledge, understanding, and ability to implement appropriate actions responding to a PSPS scenario while adhering to CPUC compliance guidelines. Major playing elements for the FSE included local public safety partners, SDG&E EOC, local county EOCs, and various fire operations stakeholders. The FSE was conducted over a period of two (2) days, broken down as follows:

- **Day 1** – Stage 1: Activating PSPS Protocols/Potential to De-energize—72 hours and 48 hours prior to de-energization
- **Day 2** – Stage 2 Decision to De-energize and Stage 3 De-energization Initiated

Each day commenced with a scenario brief/update followed by accompanying PSPS scenario data and supporting information delivered through the PSPS Dashboard Training Mode as appropriate, as well as through focused injects from the simulation cell to drive exercise play for all participants involved in a PSPS response.

Executive Summary of Continuous Quality Improvement

Strengths

The following areas are strengths demonstrated during the incident:

1. Roles, responsibilities, and processes were well understood by all SDG&E players.
2. SDG&E and external players accurately performed necessary plans and procedures required by both SDG&E and the CPUC, and the communication and execution of the required meetings and interactions aligned with the required coordination and collaboration outlined by the regulatory agencies.
3. Exercise players efficiently engaged public safety partners, providers, and agencies to establish and maintain situational awareness throughout the duration of a PSPS exercise. Players did a great job communicating back with local, state, and regulatory public safety partners agencies regarding operations and situational awareness, to include updates to the wildfire.
4. The processes in place to verbally request the dissemination of customer notifications, paired with the notional sending of those notifications was successfully executed and validated as part of the FSE. As part of the process, AFN & MBL customers, local safety partners, and elected officials were successfully included in the notional delivery of the notifications.
5. Having a Training Mode for PSPS Dashboard helped create a realistic exercise scenario and gave players a chance to respond in the exercise in the same way they would during a real-world event.
6. Participants were able to successfully initiate and maintain support programs for AFN and MBL customers. Throughout the exercise, it was noted that the Officer In Charge (OIC) was in constant communications with the Community Resource Center (CRC) coordinator, and they did a fantastic job anticipating the need to de-energize and had CRCs opened in time to respond.
7. Officers were able to simultaneously manage a wildfire incident while high winds necessitated de-energization. The OIC delegated management of the wildfire to the Deputy OIC who utilized the incident coordination channel to communicate with field personnel while ensuring that the policy room was available for de-energization discussions.

Areas for Improvement

The following areas identified during the FSE require improvement:

OBJECTIVE #1: Exhibit the ability to implement PSPS processes in accordance with all applicable SDG&E PSPS plans, policies, and procedures, and in compliance with current CPUC PSPS guidelines.

Core Capability: Operational Coordination

Area for Improvement: There were differing expectations over the order of operations within the Notification Group.

Analysis: During a PSPS event, meetings and notifications need to follow reporting requirements sequences. The notification group meeting defines what is briefed is accurate and matches reporting. During the exercise, some notifications were almost released before the CalOES form was submitted, which is not the designated order of actions during a real-world response.

Recommendation(s):

1. Update Notification Group documentation to clarify order of operations and tasking by phase, specifically identifying which items are done during 72 hours vs. 48 hours.
2. Review feasibility and appropriateness of a Notification Dashboard to help manage the Notification process visually.
3. Conduct more frequent review for all members of the Notification Group to reinforce the order of operations.

OBJECTIVE #2: Engage with public safety partners, providers, and agencies to establish and maintain situational awareness throughout the duration of a PSPS event.

Core Capability: Operational Communication

Area for Improvement: Command Staff and General Staff were siloed from the rest of the supporting elements, therefore limiting interaction and situational awareness.

Analysis: Maintaining a high level of coordination and communication between the Command, General Staff, and technical support elements during a PSPS response is integral to maintaining command and control, situational awareness, and status tracking of tasks. During the exercise, participants were separated into two (2) groups, with the Command and General Staff being situated in the policy room, and all other participants on the main floor of the EOC. Evaluators noted that this caused both groups to work in a 'siloed' environment, which limited the flow of information sharing and situational awareness updates, especially between the Section Chiefs and their respective staff. This is a problem that has occurred during virtual activations as well as in-person EOC activations.

Recommendation(s):

1. Remind Command & General Staff during season preparation meetings and at the beginning of an EOC shift to conduct regular meetings with their Section personnel and to leave the Policy room as needed for coordination.
2. Utilize the EM Advisor or Plans Section Chief Role to announce via Teams chat when an ad hoc meeting is scheduled and to reach out individually to specific personnel when their assistance is needed in the Policy room. By formalizing that personnel will be notified of meetings or requests to brief this will allow Section Chiefs the freedom to leave the room as needed.

OBJECTIVE #3: Demonstrate the ability to deliver all required notifications to impacted public safety partners, regulators, and customers, in accordance with established regulatory PSPS protocol timelines.

Core Capability: Public Information and Warning

Area for Improvement: Participants experienced significant challenges with the completion of the State Executive Briefing Presentation

Analysis: The State Executive Briefing is an integral part of the external coordination with external stakeholders via the mandated PSPS reporting structures and should be prioritized by SDG&E PSPS EOC response staff. Despite e-mailed instructions,

reminders for review, and samples being provided prior to the exercise, some EOC positions seemed unfamiliar with the briefing. It was also observed that even with the instructions, some participants were unclear on how to complete, and several sections did not complete the slides tasked to them by the time the briefing had started. The current instructions identify which positions complete which slides but some positions have not identified where they should gather the required information, that institutional knowledge has been lost with personnel turnover, or it has not been mentored by section or branch leads.

Recommendations:

1. In coordination with applicable position and section leads, develop a comprehensive guide that in addition to identifying which position is responsible for providing information, denotes exactly where they go to find the necessary data required to complete the respective section. This guide should be released to EOC staff during the PSPS pre-season to help staff prepare for potential activations and available on an appropriate EOC Teams channel.
2. Section and branch leads should confirm familiarity of expectations and provide mentorship and training to their responders within their branch about completing their designated slides annually.
3. Encourage the OIC and EM Advisor to stress the importance of the briefing and the information displayed during EOC activations. The Briefing is the external communication tool SDG&E shares with partners and state executive leadership to showcase their PSPS capabilities during an EOC activation.

IMPROVEMENT PLAN

This Improvement Plan was co-developed by incident stakeholders and SDG&E Emergency Management following the event.

Continuous Improvement Opportunity	Core Capability	Recommended Mitigation Activities
There were differing expectations over the order of operations within the Notification Group.	Operational Coordination	<ol style="list-style-type: none"> 1. Update Notification Group documentation to clarify order of operations and tasking by phase, specifically identifying which items are done during 72 hours vs. 48 hours. 2. Review feasibility and appropriateness of a Notification Dashboard to help manage the Notification process visually. 3. Conduct more frequent review for all members of the Notification Group to reinforce the order of operations.
Command Staff and General Staff were siloed from the rest of the supporting elements, therefore limiting interaction and situational awareness.	Operational Coordination	<ol style="list-style-type: none"> 1. Remind Command & General Staff during season preparation meetings and at the beginning of an EOC shift to conduct regular meetings with their Section personnel and to leave the Policy room as needed for coordination. 2. Utilize the EM Advisor or Plans Section Chief Role to announce via Teams chat when an ad hoc meeting is scheduled and to reach out individually to specific personnel when their assistance is needed in the Policy room. By formalizing that personnel will be notified of meetings or requests to brief this will allow Section Chiefs the freedom to leave the room as needed.
Participants experienced significant challenges with the completion of the State Executive Briefing Presentation	Public Information and Warning	<ol style="list-style-type: none"> 1. In coordination with applicable position, and section leads, develop a comprehensive guide that in addition to identifying which position is responsible for providing information, denotes exactly where they go to find the necessary data required to complete the respective section. This guide should be released to EOC staff during the PSPS pre-season to help staff prepare for potential activations and available on an appropriate EOC Teams channel. 2. Section and branch leads should confirm familiarity of expectations and provide mentorship and training to their responders within their branch about completing their designated slides annually. 3. Encourage the OIC and EM Advisor to stress the importance of the briefing and the information displayed during EOC activations. The Briefing is the external communication

Continuous Improvement Opportunity	Core Capability	Recommended Mitigation Activities
		tool SDG&E shares with partners and state executive leadership to showcase their PSPS capabilities during an EOC activation.

APPENDIX A: EXERCISE SCHEDULE

TIME	ACTIVITY	FACILITATOR
7:30 AM – 7:45 AM	Player Arrival and Check-In	N/A
8:00 AM – 8:15 AM	Welcome/Introductions	SDG&E
8:15 AM – 8:30 AM	Exercise Overview	Prestige
8:30 AM – 9:45 AM	Module 1	SDG&E
9:45 AM – 10:00 AM	Break	N/A
10:00 AM – 11:00 AM	Module 2	SDG&E
11:00 AM – 11:45 AM	Module 3	SDG&E
11:45 AM – 12:00 PM	Hotwash/Closing Remarks	All
Post Event	Networking Lunch and Tour	All

APPENDIX B: EXERCISE PARTICIPANTS

ROLE	NAME	ORGANIZATION
Player	Ray Chaney	211
Player	Kim Young	City of Carlsbad
Player	Michael Luna	City of Del Mar
Player	Hannah Chasteene	City of San Diego
Player	Izzy Murguia	City of Lemon Grove
Player	Barbara Ayers	County of San Diego, OES
Player	Cody Gallagher	County of San Diego, OES
Player	Scott Lemieux	Camp Pendleton
Player	Patrick Buttron	CalOES Southern Region
Player	Chris Herring	CalOES Southern Region
Player	Cruz Ponce	CalOES Southern Region
Player	Dan Weiss	CalOES Southern Region
Player	Christine Asaro	SDG&E
Player	Morgan Ehlke	SDG&E
Player	Brian Fleming	SDG&E
Player	Helen Gao	SDG&E
Player	Allison Torres	SDG&E
Player	David Lawrence	SDG&E
Player	Brian D'Agostino	SDG&E
Player	Tashonda Taylor	SDG&E
Player	Dana Golan	SDG&E
Player	Thom Porter	SDG&E
Player	Mona Freels	SDG&E
Player	Dan King	SDG&E
Player	Shewit Woldegiorgis	SDG&E
Player	Joe Britton	SDG&E
Player	Danielle DeClerq	SDG&E
Player	Victor Roosen	SDG&E
Player	Tom Fries	SDG&E
Player	Danielle Kyd	SDG&E
Player	Deborah Booker	SDG&E
Player	Michael Knobbe	SDG&E
Player	Katie Giannecchini	SDG&E
Player	Ray Duncan	SDG&E
Player	Daryll Pina	SDG&E
Player	Sara Nordin	SDG&E
Observer	Syed Alam	T-Mobile
Observer	Jeff Jubera	T-Mobile
Observer	Josh Alvarado	AT&T
Observer	Renee Marfia	AT&T
Observer	Ankur Patel	AT&T
Observer	Agnes Luster	AT&T
Observer	Dru Dunton	CPUC

ROLE	NAME	ORGANIZATION
Observer	Doug Huls	CalOES Southern Region
Observer	Jennifer Champlin	Cox Communications
Observer	Marlon King	City of Chula Vista
Observer	Teresa Greenhalgh	County of San Diego, Fire Authority
Observer	Janell Hariman	Orange County Sheriff, Emergency Management
Observer	Kevin McArthur	Orange County Sheriff, Emergency Management
Observer	Susan Davison	Orange County Power Authority
Observer	Agustin Lee	Orange County Power Authority
Observer	Vicki Osborn	Water Emergency Response Org of Orange County
Staff	Jessica Kunert	SDG&E
Staff	Sarah Gladys	SDG&E
Staff	Milo Warner	SDG&E
Staff	Jonathan Baltazar	SDG&E
Staff	Kim Nguyen	Prestige Analytics
Staff	Justin Cox	Prestige Analytics
Staff	Staphany Lu	Prestige Analytics
Staff	Josselyn Molina	Prestige Analytics
Staff	Deanna McMahan	Prestige Analytics

APPENDIX C: EXERCISE SCENARIO TIMEFRAME



MODULE	SCENARIO	TOPICS OF DISCUSSION
Module One	<ul style="list-style-type: none"> Stage 1 of PSPS Operations 	<ul style="list-style-type: none"> Differences in operations/ expectations between PSPS & other emergency responses Customer programs/ services provided, to include addressing AFN Communication (primary & alternate) PSPS tools/ technology PSPS portal automation discussion
Module Two	<ul style="list-style-type: none"> Stages 2 and 3 of PSPS Operations Onset of PSPS event with circuits meeting PSPS thresholds Level II activation and de-energization conducted Wildfire ignites on Black Mountain in San Diego, CA within SDG&E service territory 	<ul style="list-style-type: none"> De-energization processes Differences in operations/ expectations between PSPS & other emergency responses Customer programs/ services provided, to include addressing AFN Communication (primary & alternate) PSPS tools/ technology <i>Optional topic</i> – Process of re-energizing while de-energizing during segue to Module 3
Module Three	<ul style="list-style-type: none"> Stages 4 and 5 of PSPS Operations PSPS conditions have passed San Diego Wildfire emergency response operations have concluded 	<ul style="list-style-type: none"> Customer programs/ services provided, to include addressing AFN Communication (primary & alternate) PSPS tools/ technology <i>Optional topic</i> – Recovery/ Post-Event discussion to occur following Re-energization discussion