



City of San José

Power Vulnerability Plan

December 30, 2020

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RECORD OF CHANGES

REVISION NUMBER	PURPOSE FOR REVISION	DATE
1	Update 2019 version of City’s Power Vulnerability Plan, to include new information on mobilizing an Incident Management Team if needed.	12/30/2020
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2. The information gathered herein is to be used for operational, training and reference purposes within the City of San José. Reproduction of this document, in whole or in part, without prior approval from the San José Community Energy Department and Office of Emergency Management is prohibited.
3. Alternative formats (e.g. Large Print) can be made upon request with the point of contact below.
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APPROVAL & ENDORSEMENT

The following departments of the City of San José concur with the content of the revised City of San José Power Vulnerability Plan. The December 30, 2020 version supersedes all previous versions. As needed, revisions will be submitted to the City of San José Office of Emergency Management.

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INTRODUCTION

Purpose

The purpose of the Power Vulnerability Plan is to define the City of San José’s organization, operational concepts, responsibilities, and communication strategies before and during any power outage emergency, including a Public Safety Power Shutoff (PSPS) initiated by Pacific Gas and Electric Company (PG&E) that affects the City and its most vulnerable populations.

This plan is applicable to all locations and to all departments, agencies, and personnel in the City of San José having responsibilities before and during a PSPS.

Responsibilities identified in this plan are to be addressed on an as-needed basis and are not dependent upon the formal activation of the City Emergency Operations Center (EOC). When this Power Vulnerability Plan is activated, the responsibilities of coordinating the activities outlined in this plan will be performed by the City’s EOC staff. If the EOC staff is already supporting a different incident, responsibilities of coordinating the activities outlined in this plan may be performed by an Incident Management Team (IMT). See Appendix 5 Incident Management Team Operations for details of the activation and use of an IMT to support this plan. The “City of San José PG&E Power Shutoff Incident Management Team Staffing Analysis” and “City of San José PSPS IMT – Identifying Support Resources” are supplemental documents to this plan.

Scope

This plan particularly applies to PSPS events that are initiated by PG&E that impact the City of San José. The Power Vulnerability Plan could also be used during other events that cause power outages, such as PG&E equipment failure, rolling blackouts, fires, and earthquakes.

Plan Development, Exercise, and Maintenance

This Power Vulnerability Plan supports the City of San José Emergency Operations Plan (EOP). It will be reviewed annually and updated as needed. The San José Office of Emergency Management (OEM) and the Community Energy Department (CED) drafted this Plan, with input from those departments assigned responsibility to maintain plans. The City will attempt to conduct one tabletop exercise per year to sustain specific skills and knowledge relating to power outages. OEM is responsible for updating and maintaining this Plan.

Every emergency is different, and these strategies may be modified, as needed, to provide the greatest good for the greatest number of people, with a focus on the City’s most at-risk populations. Nothing in this annex shall be interpreted as an obstacle to the experience, initiative, and ingenuity of the team members in overcoming the complexities that exist under actual emergency conditions.

Situation

There are a number of different circumstances that could lead to the loss of power by people living in San José. Although over the past 14 months the most common has been the Public Safety Power Shutoffs instituted by PG&E to reduce wildfire risk, other circumstances that could lead to localized or widespread power outages include rolling blackouts, power outages due to PG&E equipment failure, and outages due to other disasters such as earthquakes.

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The City of San José adopted the initial Power Vulnerability Plan in 2019 and used the plan to prepare for and respond to two PSPS events: October 9 at 10:45 am to October 10 at approximately 5 pm (approximately 30 hours), and October 26 at 10 pm to October 29 at 9 am¹ (approximately 71 hours).

An After Action Report (AAR) covering the PSPS events of 2019 was developed by the City San José Office of Emergency Management and approved by the City Council on March 17, 2020. The AAR highlighted the strengths of the planning process and response by City staff. It also listed some improvements to be incorporated into planning for and responding to future PSPS events. This 2020 Power Vulnerability Plan is a revision of the 2019 plan, and it includes updates based on the 2019 PSPS events and the findings and recommendations of the 2019 AAR.

Power Outage Types and Plan Applicability

Different types of power outages can affect San José, including rolling blackouts, power outages due to PG&E equipment failure, whole-city power outages due to other disasters (earthquakes etc.) and PSPS due to the risk of wildfire.

Rolling Blackouts.

Rolling blackouts, or rotating outages, are “systematic, temporary power outages that help bring balance to the supply and demand of electricity in the market.”² They are ordered by the California Independent System Operator (CAISO) and implemented by electric utilities in a manner that attempts to limit outages in each area as much as possible, usually to one to two hours. The utilities typically identify circuits with critical infrastructure, such as hospitals, and leave those energized.

Rolling blackouts are conducted with little or no notice and are of short duration; there is little the City can do except react to each situation. Sections of this plan (including Communications and Public Outreach and Community Resource Centers Appendices) could be implemented during rolling blackouts if they were activated immediately upon receiving the announcement by CAISO/PG&E that rolling blackouts would occur. The impacts of rolling blackouts are typically minor in nature but have an outsized effect on people with disabilities and access and functional needs. Communication and support to the vulnerable communities (including limited English proficiency) is critical.

Power Outages Due to PG&E Equipment Failure.

During August of 2020 PG&E had major outages in the San José area due to equipment failure. Power outages due to equipment failure could escalate and become widespread and endure for days. In the event the City identifies that power outages are growing, immediately activating this plan and establishing liaison with PG&E is critical. Other key activities include quickly and effectively communicating with all residents, providing information as it becomes available, and conducting an outreach campaign with the medical baseline customers and vulnerable populations.

Whole City Power Outages Due to Other Disasters.

The most problematic power outages for San José are those caused by other disasters, including earthquake, cyber-attack, or a large fire in the City. In these instances, the power outage is a by-product of the main disaster, and the City staff must be focused on responding to the impacts of the larger

¹ The PPS periods started when PG&E began deenergizing lines and ended when PG&E reported the vast majority of accounts had received power.

² Downloaded from <https://www.directenergy.com/learning-center/rolling-blackouts>, September 18, 2020.

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disaster, because the impacts of the disaster are typically much more immediate and life-threatening than the loss of power. Nevertheless, the same issues of communicating with, and providing for, the medically fragile and the medical baseline populations apply to both the primary incident and the power failure. In these scenarios, resources become much more constrained and are focused on lifesaving and life safety first. Often, issues beyond the control of City staff drive power restoration. These issues include replacing transmission and distribution lines, inspecting and ensuring buildings are safe to reenergize, and determining that individual mastheads and electrical panels are functional.

This Power Vulnerability Plan can be utilized when responding to power outages caused by other disasters. In this case, it is envisioned that the power outage portion would be managed by an Incident Management Team (IMT), coordinating closely with the City EOC, particularly for resources.

Public Safety Power Shutoffs

San José could be impacted in two ways by a PSPS event: PG&E determines that it needs to deenergize distribution lines within Tier 2 (urban wildland interface - UWI) areas of the City (i.e., a limited PSPS event); or PG&E determines the need to deenergize one or both of the transmission lines providing power to the region (i.e., a major PSPS event). The worst case is a widespread power outage due to PG&E deenergizing one or both of the transmission lines that provide power to the area during hot weather when temperatures at night stay above 90 degrees.

Limited PSPS Event

If weather conditions prompt PG&E to deenergize distribution lines in Tier 2 areas of the City, the impact will probably be on the scale of the 2019 PSPS events or smaller (approx. 23,000 customer accounts impacted during the first event; 7,500 during the second). The areas of the City most likely to be impacted by fire, and thus most likely to be deenergized, are highlighted in yellow on the map below. Shutdowns on this scale are the most likely scenario for the City of San José.

The 2019 PSPS events were limited in scope and impact, due in large part to the planning, preparation, and messaging by the City staff. The areas impacted included the East Foothills, Alum Rock, and the Almaden Valley. The City was prepared for widespread impacts on people and infrastructure; however, the events produced few issues or emergencies. In fact, the EOC was deactivated 41 hours prior to PG&E declaring all customers had power back during the second PSPS.

The greatest impact of the 2019 PSPS events were felt by vulnerable populations within the City, including people with disabilities and access and functional needs. This was highlighted in the 2019 AAR and is a focus of the 2020 Power Vulnerability Plan update.

Distribution Network:

Utility-controlled network of electrical lines that interconnect homes, buildings, and other customer locations to the electrical system.

(https://www.pge.com/en_US/for-our-business-partners/interconnection-renewables/simple-solar-wind/glossary/glossary.page?ctx=business)

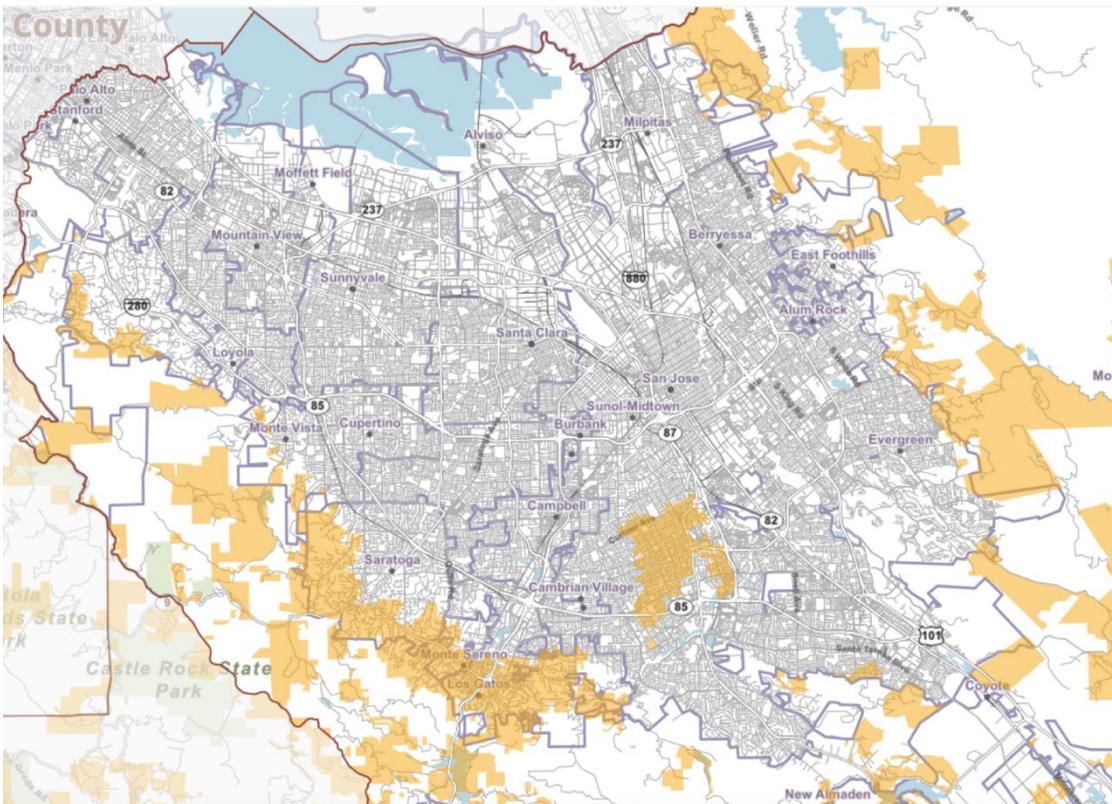


Figure 1 - Map showing high fire-threat areas for San José
https://pgealerts-downloads.alerts.pge.com/planning/PSPS_Planning_Map_Santa%20Clara.pdf

Major PSPS Event

The greatest risk to the City of San José is if PG&E determines the transmission lines that feed the distribution system are threatened. The local distribution system is energized via two transmission lines, one from northeast, and the other from the south. These lines travel long distances through high fire-threat areas.

If a fire or red flag condition affects transmission lines, and PG&E shuts off the transmission lines without alternate sources of power, the entire City and surrounding areas would be seriously affected. A major power shutoff could be accompanied by an Excessive Heat Event, further exacerbating the situation. This is the worst-case event for the City, and it would potentially have serious implications in large areas of the City for people, infrastructure, and governance.

Serving People with Disabilities and Others with Access and Functional Needs

All people are vulnerable to risk from a power outage event, but individuals from vulnerable populations, including those with disabilities and others with access and functional needs may suffer

Transmission:

an interconnected group of lines (with voltages of 60 kV and over for PG&E transmission lines) and associated equipment for the movement or transfer of electrical energy between points of supply and points at which it is transformed for delivery to customers or other electrical systems.

(https://www.pge.com/en_US/for-our-business-partners/interconnection-renewables/simple-solar-wind/glossary/glossary.page?ctx=business)

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outsized impacts. This plan incorporates processes and procedures to ensure all people are provided timely information, warning, and assistance prior to and during PSPS events.

Two laws recently passed in California require that disaster planning and response operations incorporate appropriate strategies and resources to effectively engage and serve both culturally diverse communities and populations deemed to have higher vulnerability to hazards and that need accessible information and resources to save lives.

- CA Senate Bill 160: Passed on October 2019, the bill requires emergency plans to address how culturally diverse communities within its jurisdiction are served. (“Culturally diverse communities” includes, but is not limited to: race and ethnicity, including indigenous peoples, communities of color, and immigrant and refugee communities; gender, including women; age, including the elderly and youth; sexual and gender minorities; people with disabilities; occupation and income level including low-income individuals and the unhoused; education level; people with no or limited English language proficiency; and geographic location.) Response actions must include culturally appropriate approaches, resources, and outreach in emergency communications, (including the integration of interpreters and translators) as well as emergency evacuation and sheltering. Additionally, response engagement needs to create a forum for community engagement in geographically diverse locations.
- CA Assembly Bill 477: Passed September 2019, the bill requires that jurisdictions specifically serve access and functional needs (AFN) populations through emergency communications, including the integration of interpreters, translators, and assistive technology; emergency evacuation, including the identification of transportation resources and resources that are compliant with the federal Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12101 et seq.) for individuals who are dependent on public transportation; emergency sheltering, including ensuring that designated shelters are compliant with the Americans with Disabilities Act can be made compliant through modification, including that showers and bathrooms are fully accessible to all occupants.

According to the US Census,³ 56.8% of households in the City of San José speak a language other than English at home. In order to be effective, the City’s messaging must therefore be translated into the dominant non-English languages: Spanish, Mandarin Cantonese, and Vietnamese.⁴ According to the Institute on Disability,⁵ approximately 7.8% of people living in San José have a disability. Messaging related to implementation of this plan will use methods to ensure reception by as wide a population as possible, including translation into the four dominant non-English languages and in a manner receivable by people with disabilities, including vision and hearing impaired. Messaging provided in graphics and signs in non-written formats will also be inclusive of illiterate populations and those who may speak other languages.

³ US Census Bureau, downloaded from

<https://www.census.gov/quickfacts/fact/table/sanjosecitycalifornia/IMT045219>, September 8, 2020

⁴ Taken from <https://datausa.io/profile/geo/san-jose-sunnyvale-santa-clara-ca-metro-area#health> downloaded September 8, 2020.

⁵ County Report for Disability Prevalence, Institute on Disability / UCED, 2015, downloaded September 7, 2020 from <https://disabilitycompendium.org/compendium/overall-prevalence-report/CA>

Data is taken from US Census Bureau’s American Community Survey 5-year data. **Questions in the survey included:**

Are you blind or do you have serious difficulty seeing, even when wearing glasses? Are you deaf or do you have serious difficulty hearing? Do you have serious difficulty walking or climbing stairs? Because of a physical, mental, or emotional condition, do you have serious difficulty concentrating, remembering, or making decisions? Do you have difficulty dressing or bathing? Because of a physical, mental, or emotional condition, do you have difficulty doing errands alone such as visiting a doctor’s office or shopping?

Facts and Planning Assumptions

The facts and planning assumptions presented below underlie the Power Vulnerability Plan. They are organized according to FEMA's Community Lifelines concept⁶ and reflect the potential for a worst-case scenario for the City of San José: i.e., 100% of the City is without power.

These facts and planning assumptions apply to all types of power outages. Even for small PG&E equipment-caused failures, the facts and planning assumptions will be applicable within the outage areas. The impacts on people and the government, and the need to provide services, will, however, be vastly different.

Safety and Security

- Power outage events could have a great impact on people with disabilities and access and functional needs; these impacts could in some cases be life-threatening due to a cascading event where the energy system is overwhelmed.
- Santa Clara County has a disability prevalence rate of 7.8%,⁷ with an understanding that not all disabilities may be represented in the survey data.
- Home generators can cause life-safety issues if improperly vented or improperly connected to the home.
- An area without power will also be without air conditioning.
- Elevators will not work.
- Critical facilities may not function.
- Commercial fire alarm and security systems may not work.
- Residential alarm systems and smoke detectors without battery backup will not work.
- Schools may close causing childcare challenges.
- Colleges and universities may close.
- People may become impatient due to the extreme inconvenience involved in purchasing food, water, gasoline, prescriptions, etc.

Food, Water, and Shelter

- According to the US Census⁸, 5% of all households in San José are at or below the poverty level, which could lead to food insecurity.
- Extremely hot or cold weather conditions will greatly increase the number of people unable to shelter at home during a prolonged outage.
- There could be food spoilage in refrigerators and freezers.
- Restaurants and grocery stores may have to close.
- Water and wastewater system may need fuel to run pump station generators.
- Traffic congestion could delay restocking stores and restaurants.
- Electronic payment systems may not function.

⁶ See <https://www.fema.gov/emergency-managers/practitioners/lifelines-toolkit>

⁷ County Report for Disability Prevalence, Institute on Disability / UCED, 2015, downloaded September 7, 2020 from <https://disabilitycompendium.org/compendium/overall-prevalence-report/CA>

⁸ US Census Bureau, downloaded from <https://www.census.gov/quickfacts/fact/table/sanjosecitycalifornia/IMT045219>, September 8, 2020

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Health and Medical

- Residents who use medical devices requiring electricity will initially rely on battery operation, if available, but this will run out over time.
- Electric wheelchairs will need to be charged.
- Home hospital beds and chair lifts may not work.
- People who are dependent on electrically powered medical devices may need to be transported (possibly with their medical devices) to an area with power.
- Critical healthcare facilities, such as hospitals and community clinics that typically serve vulnerable populations, may have difficulty maintaining sufficient temporary emergency power. They may also face stress from a surge in care needs and potential degradation of services.
- Pharmacies may not be able to fill prescriptions.
- The public may not be able to refrigerate medications.
- Physician and dental offices may be closed, affecting primary-care needs.
- Transportation to reach critical resources may be impacted by traffic light outages, etc.

Energy (Power and Fuel)

- Natural gas will remain available.
- Gas station fuel pumps would be inoperable without generator power.
- Gasoline will be available near the borders of the outage areas.
- Most commercial generators typically have up to three days of fuel.
- There will be long lines at open gas stations and potential fuel shortages.
- Critical facilities will have inadequate fuel to maintain normal daily operations. See Table 2 for average fuel needs by facility.

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Type of Facility	Critical Infrastructure Sectors	Generator Size	Fuel Requirement in Gallons (Low)	Fuel Requirement in Gallons (High)
Fire Station	Emergency Services Sector	15- 25 kW	25	42
Police Stations (local and State)	Emergency Services Sector	15- 25 kW	25	42
Schools (shelters) private, public	Government Facilities Sector	200-300 kW	336	504
Hospitals	Healthcare and Public Health Sector	800 kW-2mW	1344	2000
Nursing Homes	Healthcare and Public Health Sector	100-200 kW	168	336
Urgent Care	Healthcare and Public Health Sector	200-300 kW	336	504
Prisons	Government Facilities Sector	400-600 kW	672	1008
Water Treatment Facilities	Water and Wastewater Sector	800kW-2mW	1344	2000
Transportation (public use)	Transportation Systems Sector	100-300 kW	168	504
Wastewater Treatment Facilities	Water and Wastewater Sector	800kW-2mW	1344	2000
Dialysis Centers	Healthcare and Public Health Sector	200-300 kW	336	504
Public Water wells	Water and Wastewater Sector	40-150 kW	67	252
Water/wastewater Pumping Stations	Water and Wastewater Sector	40-150 kW	67	252
EMERGENCY MANAGEMENT				
Command Post	Emergency Services Sector	15-25kW	25	42
Medical Center	Healthcare and Public Health Sector	200-300	336	504
State Facility	Government Facilities Sector	100-200	168	336
Morgue	Healthcare and Public Health Sector	100-200	168	336
Detention Center	Government Facilities Sector	400-600	672	1008
Communications facilities (telephone cell towers)	Communications Sector	35- 75 kW	59	126
Radio Towers	Communications Sector	35-75kW	59	126
Airport	Transportation Systems Sector	200-400kW	336	672
Port facilities	Transportation Systems Sector	600kW 1.2mW	1008	1200
Rescue facilities	Emergency Services Sector	15-25kW	25	42
911 Centers	Emergency Services Sector	15-25kW	25	42
FORMULA				
0.07 gallons x generator kW size x 24 hours				

Table 1 Average Fuel Use by Facility

Source: Power Outage Incident Annex, Department of Homeland Security

Communications

- Alert and Warning will need to be immediate, timely, and accurate; they should use as many channels as available in the EOC to communicate with the public.
- Messaging should align with the County Operational Area, the City’s elected officials, and PG&E to provide consistent and accurate messages to the public.
- Multiple formatting and channels of messages will need to be provided for people with various disabilities and access and functional needs, including people with impaired vision and/or hearing and limited English proficiency. Alt Text, CART services, close captioning, American Sign Language, multi-lingual interpreters/translators, and basic signage for illiterate populations are all tools to increase accessibility.
- Collaborating Agencies’ Disaster Relief Effort (CADRE) is a collaborative of non-profit agencies focused on preparing for, responding to and recovering from disasters. CADRE has a Duty Officer available to all cities and can provide a critical resource who can help in a PSPS response. CADRE can outreach to key agencies who serve vulnerable populations and are trusted providers in San José communities. They can also provide resources to support vulnerable populations.
- According to the US Census, 23.2% of households in the City reported speaking English less than “very well.”
- ATMs may not work.
- Banks could close temporarily.

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- Cell towers are not required to have generators, meaning that cell service may fail even if individual phones can be charged.
- Cell and other phones (VoIP or cordless) may be unable to be charged.
- Wired landline phones will still work, though cordless handsets will fail when the batteries run out.
- The ability of people to report emergencies via the 9-1-1 system could be affected.
- Internet access (cable, Wi-Fi, etc.) may not work in the outage area.
- Alert/Warning systems may not work. (If the public’s devices are not charged they cannot receive messages, regardless of what the City may be sending).
- Communication systems may be disrupted.
- Macro sites have battery backup and often generators that last up to a day. They will rely on refueling, and if traffic lights are out, delivery of fuel could be problematic.
- AT&T First Net depends on commercial power, and public safety has priority. First Net has a separate core network, not dependent on regular network.
- Saturation of overall network may be a concern.
- Plain Old Telephone System (POTS) has battery backup. Reverse 9-1-1 to landline is possible.
- RACES, amateur, or ham radio would be a backup.

Transportation

- Traffic signals in the outage areas will not function, potentially causing traffic delays.
- Railroad crossing arms may not work.
- Electric vehicles won’t be able to be charged.
- There may be a lack of enough vehicles available to provide wheelchair assisted transportation for people with disabilities and medically fragile populations.

Hazardous Materials

- Restaurants could have significant spoilage.
- The amount of per-household garbage produced could increase significantly as refrigerated and frozen foods spoil.

Department-Specific Facts and Planning Assumptions

Airport

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Environmental Services

- Food spoilage may increase the need or frequency of garbage and recycling pickup.
- Traffic congestion could impact garbage and recycling collection routes and timing.
- ~~XXX~~

- Water pressure could be impacted.
- Water quality could also be affected due to low flows.
- Availability of water could be impacted during an extended power outage if diesel fuel provision is interrupted.
- If Materials Recovery Facilities cannot sort materials (residential and commercial garbage and recycling) due to power outage, there is limited space to stockpile until power is restored. Materials may end up going straight to the landfill. This impacts GHG/methane by increasing organics in the landfill, impact our waste diversion, fails to capture marketable recyclables, and increases landfill costs.
- Some multi-family residences and commercial businesses have electric gates that must be operated in order to collect garbage and recycling. Collection may be delayed, and materials may begin to pile up if the outage is lengthy. This can create service disruptions for our haulers and health and safety concerns for residents and business owners.
- For residential customers, extended outages can result in large quantities of perishables that must be disposed of (cleaning out the fridge/freezer). This creates challenges for both the residents (limited cart size, extra bags of garbage) and haulers (having to collect extra bags).
- There is an expense associated with extra garbage collection.

Information Technology

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Disruption of internet services and power will impact communications.
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- Distributed network equipment on poles, at field offices, community centers, libraries, staging sites, et al will be negatively impacted by power outages and/or degradation of power quality. This will mean loss of access in neighborhoods where digital divide access issues are most prominent.
- Coordination is required with Environmental Services Department and Transportation
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Public Works

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Transportation

- Signal lights are dark in areas affected by power outages; depending on the outage area, this could lead to significant traffic congestion.
- The City’s Traffic Management Center provides capabilities to assist with traffic issues during power outages.
- Traffic management analysis has identified the most impacted intersections, which will receive priority for support.
- The Santa Clara Valley Transit Authority (VTA) provides bus, light rail and paratransit services for vulnerable populations throughout Santa Clara County.
- State DOT has responsibility for state highways within the City limits.
- County has responsibility for expressways within the City limits.

CONCEPT OF OPERATIONS

Activities to plan for, respond to, and recover from power outage emergencies will be the responsibility of the City’s standard emergency management organization, led by the Office of Emergency Management and directed from the EOC. This includes departmental activities during the preparedness and response phases. If a power outage emergency occurs while another emergency is ongoing, a separate IMT could be activated to coordinate response activities related to the power emergency (see Appendix 5 – Incident Management Team Operations for IMT procedures).

Notification

This Plan can be used to support operations during different types of power outages. Notification procedures for the different scenarios are detailed below.

Notification for PSPS Events. The City typically receives 24 to 48 hours’ notice from PG&E prior to the utility deenergizing the distribution or transmission lines. This provides time for City staff to implement actions to mitigate the impacts of the loss of power. However, in past PSPS events, this amount of notification has not always been provided. Notification procedures during PSPS events are:

- PG&E notifies the local government contacts registered in their system. The following positions are on PG&E’s City of San José Contact List (as of October 2020):

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- Deputy City Manager
- Deputy City Manager
- Chief of Staff
- Director/Deputy Director of OEM
- Director of Community Energy
- Director of Communications
- Fire Chief
- Director/Deputy Director of Public Works
- OEM and CED Directors meet with Deputy City Manager and determine when Situation Room will be activated.
- OEM notifies City departments and partners of pending PSPS and time and location of activation of the Situation Room.
- Communications Office coordinates with OA and PG&E to provide public messaging.
- OEM notifies City departments and partners of the activation date and time of the EOC and EOC staffing requirements.

Notification for Rolling Blackouts. The City typically receives little warning about rolling blackouts. This fact, and the typically short duration of the blackouts makes notification critical.

- The first official to receive word that rolling blackouts will affect the City will notify OEM and CED Directors.
- OEM and CED Directors will notify the Office of the City Manager of the pending rolling blackouts and determine if EOC needs to be activated.
- OEM notifies City departments and partners of pending rolling blackout, status of the EOC and any staffing requirements.

Notification for Power Outages Due to PG&E Equipment Failure. Extended high temperatures can lead to electrical loads that could cause PG&E equipment to fail. Oftentimes this equipment failure can have a cascading effect and impact large parts of the City for extended periods of time. This is especially prevalent during long spells of hot weather. The first indication of this are often social media posts to City Leaders.

XXX

- Immediately upon receiving an indication that there are local power outages occurring, Office of Communications will notify OEM and CED.
- OEM and CED will direct PIOs to monitor the situation.
- OEM and CED Directors will confer and determine the extent of the outages.
- OEM and CED Directors will notify the Deputy City Manager of the outages and prepare to brief on expected outage duration and recommended actions by the City.
- Deputy City Manager will determine if the EOC is to be activated.
- OEM will notify City departments and partners of pending actions, including activation date, time, and staffing level of the EOC.

Notification for Whole-city Power Outages. These typically occur as part of much larger disasters and will use the notification procedures in the EOP.

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Situation Room and EOC Activation

The Situation Room and EOC will be activated to the appropriate level to support power outage operations.

Initial response activities for PSPS events will be coordinated from the Situation Room, which will be determined at the time of the emergency. The personnel staffing the Situation room will provide early coordination, information, and continuity. Staffing in the Situation Room should include the EPIO, AFN Advisor, and Operations, Planning and Logistics section personnel. The Deputy City Manager and the OEM Director will determine when Situation Room activities will transition to the EOC.

The OEM Director and Deputy City Manager will make an initial determination on the level of EOC activation required based on such factors as:

- The type of power outage.
- Expected power outage area or number of customers impacted.
- Anticipated duration of the outage.
- Potential for extreme weather.

The EOC activation level can be adjusted throughout the operation.

General triggers for EOC activation to respond to any type of power outage are below. These are only guidelines and other issues or circumstances could impact the EOC staffing level discussion.

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- ~~XXX~~

- ~~XXX~~

- ~~XXX~~

EOC Roles and Responsibilities

This Plan supports the City's EOP and standard operating procedures for response activities. The actions listed below are specific to power outage response operations and supplement any actions directed in other plans.

Priorities During Response to a PSPS

- ~~XXX~~
- Monitor the status and impact of outages through available resources, including direct communications with PG&E.
- Conduct operations to ensure the health and safety of all residents, with a priority focus on those who are at risk for life sustainment due to the power outage.
- Communicate with all residents.
- Check on people on the Medical Baseline lists (see Appendix 1 Communications and Public Outreach).
- Through CADRE, communicate with community support organizations, particularly those serving people with disabilities and access and functional needs.

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- Manage the impact of power outages on the transportation system to maintain safe operation, primarily at critical traffic signals.
- Establish and operate CRCs as needed and provide necessary resources to support CRCs.

Roles and General Actions

The following positions are the recommended initial staffing for a partial activation. Additional EOC positions can be activated as needed to address the situation as it unfolds. If the EOC is operating to address a larger emergency, see Appendix 5 – Incident Management Team Operations for IMT staffing and procedures.

OEM Director

- Meet with the City’s Executive Team to review the situation and establish a preparation and response timeline (e.g., when to open the Situation Room, when to activate the EOC and the Call Center, etc.).
- As needed, activate the EOC team and brief them on the situation.

EOC Director

- Set priorities and determine incident objectives and strategies to be followed.
- Approve the Emergency Action Plan (EAP).
- Approve resource requests and the use of volunteers and auxiliary personnel.
- Approve news releases and media messaging/strategy.
- Provide daily updates to the City Manager and the Executive Team.

Emergency Public Information Officer (EPIO)

- Review and disseminate information to City staff and the public, ensuring information is provided in multiple accessible formats for all vulnerable populations.
- Obtain EOC Director’s approval of news releases or flash reports.
- Review possible impacts based on the current situation.
- Monitor critical websites (e.g., PG&E, National Weather Service, County OES, etc.)
- Monitor media/rumor control.
- Monitor all media for resident complaints related to power outages.
- Forward media information that may be useful to the EOC Director or the Operations Section Coordinator.
- Manage media inquiries.
- Review and coordinate public messaging with the City and/or County OA Joint Information Center (JIC).
- Conduct periodic media briefings and update relevant social media platforms.

Liaison Unit

- Participate in PG&E, Cal OES, County Operational Area and CADRE conference calls as necessary.
- Coordinate the activities of the Liaisons to the Operational Area and PG&E.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings by providing current resource status, including limitations and capabilities of City agency resources.
- Coordinate with non-profit and philanthropic organizations to identify resources for the response.

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Liaison to Operational Area (OA)

- Deploy to the OA EOC and maintain liaison functions throughout the incident.
- Participate in PG&E, Cal OES, City EOC, and CADRE conference calls as necessary.

Liaison to PG&E

- Deploy to the PG&E EOC and maintain liaison with PG&E throughout the incident.
- Participate in Cal OES, City EOC, County OA and CADRE conference calls as necessary.

Access and Functional Needs (AFN) Advisor

- Provide support to the EPIO to ensure information is available rapidly and in formats accessible to San José’s diverse community.
- Review possible impacts based on the current situation and work with Planning Section to anticipate potential needs for vulnerable populations.
- Work with CADRE, SVILC and other community organizations to provide support to those who need assistance to remain in their home during the PSPS (e.g., providing backup power or a way to keep medication cool).
- If it is not possible to maintain safe living conditions in identified at-risk individuals’ homes, work with community organizations to provide resources for relocation to an alternate facility such as a hotel, plus food vouchers, gift cards, etc.,
- Help coordinate services and information to homeless populations.
- Work with Plans Section Coordinator to determine possible cascading impacts of the PSPS on community lifelines.
- Help identify and coordinate additional resources to support vulnerable populations.

Legal Advisor

- Provide legal advice on the transfer of information from PG&E to the City for response, and from the City to PG&E for response.
- Track PG&E compliance with CPUC requirements for reporting information to the City and mutual assistance from PG&E
- Assist with the Proclamation of a Local Emergency. Note: *Cal OES will not accept a proclamation for the shutoff but would for Excessive Heat.*

Operations Section Coordinator

- Review possible impacts based on the current situation.
- Determine related hazards and vulnerabilities and notify the appropriate organizations/entities.
- Monitor the situation as it relates to PSPS and respond to support life-safety and alleviate suffering as needed.
- Monitor the status of critical City functions.
- Monitor availability of cell phone service impacting the public and work with providers to alleviate coverage gaps.
- Determine possible cascading impacts of the PSPS on community lifelines.
- Coordinate with relevant EOC entities (such as the Care and Shelter Branch and the Health and Medical Branch) and external organizations, as necessary.
- Develop the operations portion of the EAP.
- Supervise execution of operations portions of the EAP.

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- Request additional resources to support tactical operations.
- Approve release of resources from active operational assignments.
- Make or approve expedient changes to the EAP.

Community Outreach Branch Director

- Review possible impacts based on the current situation.
- Work with AFN Advisor to conduct outreach campaign to people on the PG&E Medical Baseline database. This includes telephonic notification and a door-knocking campaign in potential outage areas to notify people of the pending power outage. See Appendix 1 Communications and Public Outreach for details.
- Work with community organizations to provide support to those who cannot remain in their homes during PSPS due to medical conditions or to access and functional needs.
- Coordinate outreach activities with the OA EOC.
- Activate the City's Call Center for PSPS operations.
- Coordinate with partners (governmental, private sector, and non-profit) to identify emerging issues relating to the power outage.

Community Resource Center Branch Director

- Coordinate with PG&E representative at the Operational Area to determine location of PG&E-run CRCs.
- Identify City CRCs to be activated and determine what resources are needed to support CRCs, especially for AFN populations.
- Coordinate with relevant EOC entities (such as the Care and Shelter Branch and the Health and Medical Branch) and external organizations, as necessary.

Law Enforcement Branch Director

- Participate in PG&E, Cal OES, City EOC, County OA, and CADRE conference calls as necessary.
- Coordinate identified security needs with LE organizations.
- Act as liaison to all LE agencies, internally and externally.

Fire Branch Director

- Participate in PG&E, Cal OES, City EOC, County OA, and CADRE conference calls as necessary.
- Act as liaison to all fire/EMS organizations internally and externally.

Public Works Branch Director

- Coordinate with ESD DOC on water and wastewater issues.
- Coordinate alternate power for critical City facilities.
- Inspect generators for safe operations, especially as power outage continues.
- Prepare facility for any concerns with power surges from generator operations or as power is restored.

Temporary Power/ Generator Unit Leader

- Review PG&E forecasted outage areas and list critical facilities within these to be prioritized for generator placement and fuel.
- Make recommendations to the IMT Operations Section Coordinator on generator placement.

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Transportation Branch

- DOT, VTA, PD & FD to collaborate on identifying critical transportation routes for responders
- Coordinate with VTA to provide free bus rides to cooling centers, and/or use of buses for cooling.
- Identify critical transportation routes (Lifelines) through the City for ensuring access for emergency responders and moving fuel.
- Identify impacts on traffic and develop traffic management plan (placement of cones, signs, traffic control officers, etc.).
- Monitor lift stations, storm drains and sewage support systems.
- Identify alternate power requirements and coordinate with Public Works.
- Coordinate with FAA on airport status (reroute if necessary).
- Work with EPIOs on appropriate messaging on airport status.

Environmental Services Branch

- Monitor impacts of power outage on water and wastewater operations.
- Coordinate with sanitation companies for additional disposal services that may be needed spoiled foods and waste, post outage, depending on length of outage.
- Identify alternate power requirements and coordinate with Public Works.
- Coordinate with San José Water Company on any outage issues.

Planning Section Coordinator

- Establish operational rhythm, including meeting times and EAP and Situation Status Report issuing time.
- Coordinate activities with the OA, as needed.
- Conduct the EAP process, modifying the draft EAP as needed.
- Submit the EAP for approval by the EOC Director and distribute approved EAP.

Situation Unit Leader

- Establish a strong communication link with GIS.
- Prepare and facilitate the production of an Emergency Action Plan (EAP).
- Assemble/collect and organize all incident related documents.
- Act as a scribe/note taker during incident related meetings and briefings.

GIS Unit Leader

- Establish a strong communication link with PG&E and portal data
- Provide geospatial data to support decision making needs.
- Provide regular updates

Information Technology Support

- Prepare for Disaster Recovery operations.
- Coordinate Business Continuity Planning needs of the departments.
- Contact all departments to determine critical operations that must continue during power shutoff.
- Manage Customer Contact Center, coordinate messaging with EPIO.
- Coordinate with data communications companies with whom the City contracts.

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Logistics Section Coordinator

- Manage and coordinate all incident logistics activities.
- Coordinates transportation needs for AFN with AFN Advisor, Outreach Branch Director, and VTA as needed.
- Coordinate activities with the City and OA EOCs, as needed.

Fleet and Fuel Unit Leader

- Manage and coordinate the delivery and hook up of generators.
- Identify fuel burn rate for critical City facility operations.
- Ensure tank farm capacity to maintain fuel support.
- Develop and maintain fueling plan.
- Develop and maintain list of authorized fuel farm users.
- Manage and coordinate fuel delivery to generators from multiple vendors.
- Work with Law Enforcement Branch Director on potential need for security escorts for fuel deliveries.
- Work with IT and other departments to identify non-priority systems that can be turned off to conserve fuel.

Finance Section Coordinator

- Track all costs, including equipment, materials and force account labor.
- Work with Logistics on emergency purchases/procurements.

City Department and Agency Roles and Responsibilities

City department and agency roles and responsibilities in support of this Power Vulnerability Plan during preparedness and response are described below.

All Departments and Agencies

Preparedness

- Identify organizational lead for PSPS preparedness and response activities and submit the name to OEM.
- Provide personnel to support power outage operations as identified in this plan.
- Determine critical functions related to PSPS for the department/agency.
- Determine which facilities are required to be operational to support critical functions, vulnerable populations, ensure ADA accessibility, and support at-risk and AFN communities.
- Identify business systems (e.g., computer hardware/software, communications requirements, etc.) that are required to support critical functions.
- Determine which functions can be put in abeyance for 72 hours.
- Determine which functions can be supported from alternate locations (working from home or from a City facility that has power).
- Determine personnel required to maintain day-to-day functions.
- Identify critical resource needs to assist operations during a PSPS (e.g. flashlights, battery backup for critical systems, heating or cooling devices for animal care, emergency vests, etc.) and determine cost to procure.
- AFN Advisor:

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- Identify outside resources to promote communication and coordination with at-risk and AFN communities, including putting in place contracts and/or MOU's for service.
- Public Works:
 - ~~XXX~~
- Develop emergency contracts or purchase orders needed to support PSPS operations.

Response

- Identify facilities in the outage areas and determine if critical functions will be impacted.
- Provide list of impacted facilities to the EOC Public Works Branch.
- Notify staff of pending PSPS and any assignments to support PSPS operations.
- Implement internal PSPS procedures.
- Activate staff to support the EOC.
- Be prepared to provide additional staff to the EOC as needed/requested.
- Support PSPS activities as needed.

Office of Emergency Management (Lead Agency)

Preparedness

- Work closely with City leadership to ensure activities will support their vision of success for PSPS operations.
- Review the plan and identify changes in the environment, processes, procedures, or structures that could require an update to the plan.
- Work with City and partner organizations to develop any needed Memoranda of Understanding to support power outage operations.
- Identify staff to serve as the AFN Coordinator in the EOC.
- Act as a point of contact for agency representatives.
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in setting up and coordinating interagency contacts.
- Establish training and exercise plans and programs for PSPS events.
- Conduct one exercise focused on PSPS each year, prior to September 1.
- Identify pending issues and coordinate with the appropriate organization (governmental, private sector or non-governmental partner) or other operational entities (such as City sheltering or feeding task forces) for resolution.
- Develop draft Emergency Action Plans with generic information that can be quickly modified during response operations.
- AFN Advisor:
 - Develop relationships to ensure information flow between the City and CADRE, SVILC and other community- and faith-based organizations during preparation for and response to a PSPS event. Consider a contract or MOU for services.
 - Work with community partners and City agencies to develop awareness of specific functional and access needs and develop measures to support the various community needs.
 - Work with community partners, County Public Health and EMS to help identify medical baseline support needs for people in the outage areas.
 - Work with Office of Communications and community organizations to ensure public messaging meets the needs of people with disabilities and access and functional needs.

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- Advise City departments on needs and concerns related to physical access, effective communication access, and programmatic access.

Response

- When the OEM Director, Deputy Director, or Duty Officer receives notification of a pending PSPS, notify the Deputy City Manager and CED Director.
- Meet with the Deputy City Manager and prepare to support power outage operations.
- ~~XXX~~
- Notify organizations of the date and time of the EOC activation.

Community Energy (Primary Support Agency)

Preparedness

- Support the PG&E PSPS planning effort.
- Work with OEM to conduct regular activities to enhance planning and prepare for PSPS events.

Response

- Upon notification of a pending PSPS, meet with the OEM Director and Deputy City Manager and prepare to support power outage operations.
- In coordination with OEM Director, determine date, time and location for EOC activation.
- Provide support as the IMT Lead, if the EOC is activated for another response.

Office of Communications

Preparedness

- Collaborate with partners to develop messaging specific to PSPS events, ensuring messages are formatted to be received by people with disabilities and functional and access needs.
- Develop or approve public education materials for PSPS events.
- Work with AFN Advisor, EPIO, and appropriate City organizations to develop community outreach plan for PSPS events.
- Work with PIO, AFN Advisor, City IT Department, and appropriate community-based organizations (such as CADRE or SVILC) to develop scripts for the call center to use in contacting Medical Baseline customers and people with disabilities and access and functional needs.
- Work with PRNS to develop “knock and talk” plan to reach people with disabilities and access and functional needs.
- Work with the AFN Advisor, CADRE, and SVILC to produce alert, notification, and warning messages utilizing a multi-layered approach. See Appendix 1 Communications and Public Outreach for complete details. The following modes should be considered:
 - AlertSCC/Everbridge (voice, text, email)
 - Integrated Public Alert and Warning System (IPAWS) / Wireless Emergency Alert (WEA) (if appropriate for life safety)
 - Local Media (radio/television/newsprint, plus websites maintained by these media outlets)
 - Social media (Twitter, Facebook, etc.) and the City website
 - Information kiosks at selected locations
 - Door-Knock Protocol
 - Direct outreach via Amateur Radio Emergency Service (ARES) Radio Amateur Civil Emergency Services (RACES) and community-based organizations.
- Ensure messages are accessible to those with disabilities and access and functional needs.

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- Identify translation services in anticipation of translating communications and messaging (Spanish, Mandarin, Cantonese, and Vietnamese).
- Work with HR/OER to inform City employees of current and future actions related to the PSPS.

Response

- Notify other Department Directors of the situation in case there are things that impact their work
- Notify City and County 9-1-1 Centers when PSPS messages are sent out via the WEA and/or AlertSCC. Notification should include the content of the messages and scripts and specific instructions indicating where callers requesting more information should be directed.
- Collaborate within a regional Joint Information System/Joint Information Center (JIS/JIC) with representatives from PG&E, the Operational Area, County and City Departments, and area partners.

Airport

Preparedness

- Coordinate with airlines, FAA, other vendors, contractors, and suppliers on potential impacts of PSPS on operations.

Response

- Coordinate with FAA on airport status (reroute if necessary).

Environmental Services

Preparedness

- Coordinate with sanitation companies on potential schedule changes to prioritize services.
- Coordinate with sanitation companies to ensure they are doing emergency planning (including business continuity), where feasible and allowed by contract.
- Coordinate with sanitation companies for additional disposal services that may be needed due to spoiled foods and additional waste.
- Identify emergency power requirements for critical facilities and coordinate with Public Works for power needs.
- Develop messaging to communicate with Regional Wastewater customers on potential impacts and with Tributary Agencies on status of operations.
- Adjust, as applicable, approved messaging from the State to communicate drinking water safety to water customers.
- Develop or modify messaging to communicate service changes to independent water system customers. See Appendix 1 Communications and Public Outreach for specific messaging used in past PSPS events.

Response

- Monitor impacts of power outage on water, wastewater, and storm drain operations and report issues to the EOC.
- Monitor impacts on sanitation companies and waste generation and report impacts to the EOC.
- Coordinate with San José Water Company on any outage issues.
- Request funding for additional garbage stickers.
- Provide additional garbage stickers to Libraries for distribution to people living in the outage areas.

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Fire Department

Preparedness

- In coordination with County Public Health, assess support needs for those who need power resources for medical devices and potentially those with other medical needs.

Response

- Coordinate with County EMS on medical response and condition of hospitals and latest information on medical baseline residents
- Coordinate with ESD on water main pressure.
- Evaluate need for mutual aid support for fire and EMS resources.
- Provide Fire input to plan updates.

Information Technology

Preparedness

- See Appendix 6 Communications System Providers Coordination for additional actions.
- Identify IT systems needed to support critical functions.
- Train City Call Center staff on operations during a PSPS.
- Work with AFN Advisor to develop PSPS call center support plan.
- Work with AFN Advisor and CADRE to develop appropriate scripts for telephonic outreach.

Response

- Staff City Call Center to support PSPS operations.
- See Appendix 6 Communications System Providers Coordination for additional actions.

Libraries

Preparedness

- Develop a plan and determine additional staffing needs to support distribution of extra garbage stickers to residents in outage areas.
- Work with PRNS and OEM to develop plans to support the establishment of CRCs in designated libraries.

Response

- Provide extra garbage stickers to residents of outage areas.
- Be prepared to support PRNS in establishing CRCs in designated libraries.

Parks, Recreation, and Neighborhood Services

– See also Appendix 3 Community Resource Centers

Preparedness

- Work with County Public Health to determine need for CRCs to distribute medicine and/or supplies.
- Work with PG&E to develop Community Resource Center plans and identify potential locations that are accessible and are known sites within San José, ~~XXX~~
- Work with the AFN Advisor and Public Works to identify resources and staff needed to support CRCs.
- Assist Office of Communications in developing community outreach plan.
- Review messaging for people with disabilities and others with access and functional needs.
- Develop CRC implementation plan.

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Response

- Work with PG&E and EOC Operations Section to determine the need for CRCs.
- At the direction of the EOC, activate and support CRCs at City-run facilities as needed.
- Provide status of activity and condition of CRCs.
- Coordinate crowd control issues at CRCs with Law Enforcement.
- Work with AFN Advisor and Identify conditions and support needed for vulnerable populations in CRCs.

Police Department

Preparedness

- Identify potential security concerns during extended power outages.
- Provide law enforcement input to plan updates.

Response

- Coordinate with California Highway Patrol (CHP) on highway operations and traffic conditions on potentially gridlocked roadways.
- Work with Transportation and Fire Department to identify key evacuation and transportation routes, if needed.
- Evaluate the need for mutual aid support.
- Coordinate with County Sheriff's Office and monitor conditions of the County Jail.
- Monitor impact on Police Department operations.

Public Works

Preparedness

- Identify parameters for prioritizing critical facilities for the placement of generators.
- Receive lists of critical facilities from City organizations and external partners (~~XXX~~) as appropriate.
- Coordinate with Transportation, Police, and Fire Departments to identify critical routes for first responders.
- Work with Transportation Department and identify possible impacts on traffic and develop traffic management plan (placement of cones, signs, traffic control officers, etc.).
- Work with Police and Transportation Departments to determine solutions to traffic issues.
- Help secure accessible transportation for people with disabilities and others with access and functional needs.
- Develop and maintain Appendix 3 Emergency Power and Fuel.
- Develop critical facility support plans for IT and other infrastructure.
- Develop and maintain list of authorized fuel farm users.
- Work with Police Department on potential need for security escorts for fuel deliveries.
- Work with IT and other departments to identify non-priority systems that can be turned off to conserve fuel.
- Consider including emergency generator installation for critical facilities listed in the Local Hazard Mitigation Plan.
- Develop and maintain a prioritized list of critical facilities including:
 - Facilities housing critical functions **with** backup power generation on site, size of generator, number of hours of fuel available, and daily fuel requirement
 - Facilities housing critical functions **without** backup power generation on-site, including amount of power needed (in kilowatts) to energize emergency circuits, date the power survey was conducted, and availability of a quick-connect power coupling

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~~XXX~~

- Identify remaining City facilities that currently do not have backup power generator on-site.
- Work with City organizations to identify resources needed to support most likely PSPS scenarios.
- Work with City organizations to identify resource providers.
- Work with City's finance and accounting office to establish standby contracts to support PSPS resource needs.

~~XXX~~

~~XXX~~
~~XXX~~
~~XXX~~

- Develop generator re-fueling priority sites and routes.
- Determine total fuel storage volume in fueling island storage tanks and in generators to determine total operating days or hours before requiring refueling.

~~XXX~~

~~XXX~~

~~XXX~~

~~XXX~~

- Research feasibility and cost to connect battery storage systems to municipal sites with solar energy systems.

~~XXX~~

- Consider procuring or leasing dedicated portable backup power generation for critical sites that currently do not have such infrastructure (~~XXX~~).

- Identify additional City drivers for refueling trucks ~~XXX~~

~~XXX~~

~~XXX~~

~~XXX~~

~~XXX~~

Response

- Coordinate the provision of generators for critical City facilities.
- Inspect City-owned generators for safe operations, especially as power outage continues.
- Prepare facilities for any concerns with power surges from generator operations or as power is restored.
- Provide GIS – Planning and Intelligence Section support.
- Identify fuel burn rate for critical City facility operations.
- Ensure tank farm capacity to maintain fuel support.
- Coordinate deliveries of fuel from multiple vendors.

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Transportation

Preparedness

- Collaborate with VTA, Police and Fire to identify critical transportation routes for responders and emergency fuel deliveries.
- Coordinate with law enforcement to identify critical intersections.

Response

- Coordinate with VTA to provide free bus rides to CRCs and accessible transportation for people with disabilities and others with access and functional needs.
- Identify methods or options for operating traffic control at critical intersections, including staffing by a combination of law and transportation personnel directing traffic or the use of temporary signs.
- Monitor lift stations, storm drains, and sewage support systems.
- Identify alternate power requirements and coordinate with Public Works.

REFERENCES

- Local Government toolkit for Power Outages – Cal OES 2012
- [CPUC De-Energization](#) (PSPS)
- [CPUC Fire Threat Maps](#)
- PG&E 2019 Wildfire Mitigation Plan
- PG&E Power Shutoff Policies and Procedures - [PG&E Weather Stations](#) and [PG&E Cameras](#)

APPENDIX 1 - COMMUNICATIONS AND PUBLIC OUTREACH

Responsible Department: Communications Office

Support: PRNS, CED, OER/HR, CADRE, Mayor and City Council Districts

Experience has shown that communicating with the public clearly and in a timely manner is critical to minimizing the impacts from a PSPS event, while also recognizing that these shutoffs may create a life or death situation for those who rely on power to charge essential medical devices.

The goal of the City’s communication strategy is to provide information early and often, and in a manner that is accessible to all people. Past PSPS events have shown that residents will call City and County 9-1-1 centers seeking information, so keeping the centers informed is integral to the communications effort.

It is especially important to provide messages for, and conduct outreach to people with disabilities and others with access and functional needs. By developing and disseminating information that will reach the City’s most vulnerable populations, the City will make every effort to reach all populations that could be affected, with the focus on those most vulnerable.

Communication Target Audiences

- Residents
 - Vulnerable populations (especially those most impacted by prolonged loss of power)
 - Medical Baseline customers (~~XXX~~)
 - Elderly, children, and others who may be severely affected by loss of air conditioning
 - Transportation-challenged residents
 - Non-English speakers, especially those speaking Vietnamese, Spanish and Chinese (Mandarin and Cantonese)
 - About 3% of PG&E customers do not have email or phone contact information with PG&E (i.e., they can only be reached by direct mail)
 - Anyone else with access and functional needs
 - Homeless populations
- Internal
 - Mayor & Council Members and their staffs
 - City employees
 - City departments operating municipal infrastructure (e.g., stoplights, wastewater and water treatment, fire and police stations)
- Media
- Non-profit partners, including CADRE and community- and faith-based organizations
- The private sector
- Philanthropic organizations that could provide support to vulnerable communities

Actions Prior to a PSPS

- Work with PG&E, City staff, CADRE and the Silicon Valley Independent Living Center (SVILC) to ensure messages are developed with content and in formats that are appropriate for people with the following disabilities or access and functional needs:
 - Limited eyesight or blindness – provide descriptors for all visual items in the message, including Alt Text for readable graphics, charts, and photographs.

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- Hard of hearing / deafness – provide American Sign Language (ASL) interpreters and/or CART Services captioning for all spoken presentations.
- Limited mobility – if physical access is needed, ensure buildings and auxiliary services are ADA compliant or adapted for accessibility.
- Those requiring medical assistive devices – programs to provide backup power or relocation services during power outages.
- Coordination of technology support to accessing information, such as providing Internet access or hardware, especially during COVID.
- Engage community-based organizations to ensure messages are developed with content and in formats that are appropriate for people with Limited English Proficiency, including both translation and basic signage.
 - Almost 40% of the population of San José speaks Spanish, Vietnamese, Mandarin, or Cantonese. Provide all messaging – both translation and interpretation – by real people, not artificial intelligence in Spanish, Vietnamese, Mandarin, and Cantonese.
- Identify Spanish, Vietnamese, and Chinese-language radio stations in the area to provide messaging for their listeners.
- Coordinate with the Housing Department to distribute information to the homeless through Housing outreach teams.
- Develop draft press releases, media kits, and prepared remarks for City officials. Key messages include:
 - Brand as “PG&E Public Safety Power Shutoff” (PG&E PSPS) or “PG&E Power Shutoff.”
 - Prepare your family for potential PG&E Public Safety Power Shutoffs with an emergency plan and supply kit. Everyone in San José could be impacted. PG&E has steps you can take to be prepared at https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/public-safety-power-shutoff-faq.page
 - PG&E will send customers alerts about their Public Safety Power Shutoffs. Sign up to receive alerts from PG&E or ensure your contact information is up to date at https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/public-safety-power-shutoff-faq.page?WT.mc_id=Vanity_psp or by calling 1-866-743-6589.
 - Interested in backup power sources to protect against a PG&E Power Shutoff? If you have rooftop solar, your panels won’t work during an outage unless you have a special inverter or battery storage. If you have a generator, please follow these steps from PG&E to protect you and your family and operate it safely: https://www.pge.com/en_US/safety/electrical-safety/electric-generator-safety/electric-generator-safety.page
 - If you are dependent on electricity for medical devices or have medication that requires chilling, download the Medical Baseline Application Form at https://www.pge.com/includes/docs/pdfs/myhome/saveenergymoney/financialassistance/medicalbaseline/medbaseline_application_eng_v2.pdf.
 - If you are a person with disability or have a functional and access need and require support, contact the Silicon Valley Independent Living Center at <http://svilc.org> or PG&E at https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/independent-living-centers.page.
 - If you are a person with disability or have a functional and access need you can also access information at <https://disabilitydisasteraccess.org>.
 - Locations and capabilities of Community Resource Centers.
 - Intersections controlled by traffic lights that are without power are to be treated as four-way stop signs.

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- Develop and conduct a public service campaign to encourage people to prepare for PSPS events.
- Develop PSPS information packets for distribution to City and County 9-1-1 Centers. The packets should include:
 - Proposed/potential outage areas.
 - Expected duration of the outage.
 - Locations of Community Resource Centers.
 - Non-emergency services available for people with disabilities and access and functional needs.
 - Contact information, including websites, for people to receive more detailed information.
- Develop a plan to conduct outreach to people with disabilities and access and functional needs using the information from the Medical Baseline list.
 - The plan should include telephonic outreach and a door knocking campaign in proposed outage areas.
 - The goal of this effort is to ensure those with disabilities and access and functional needs are safe in their homes, have a plan, and/or are assisted with providing support. If they are not safe in their homes, provide resources to help with relocation.
 - Questions for telephone outreach and the Door Knocking Campaign:
 1. Do you have a disability and/or an access and functional need?
 2. Are you aware that PG&E has announced that a public safety power shutoff is scheduled for this area?
 - a. If yes, how did you learn about it?
 - b. Do you know the proposed duration of the event?
 3. If you lose power, can you remain in your home without further assistance?
 4. If you lose power, can you remain in your home with some assistance provided?
 - a. If yes, what type of assistance would you need to remain in your home?
 - b. If no, do you need assistance in leaving your home for someplace safe?
 5. Do you have a family member or friend that you can stay with throughout the PSPS?
 6. Offer resources that exist, such those provided by SVILC.
 - The IT Department will identify staffing needs for the City Call Center, ensuring staff fluent in Spanish, Vietnamese, Mandarin, and Cantonese are included.
 - Develop draft FAQs and answers that Call Center and 9-1-1 Center staff will use during PSPS operations.
 - IT Department will develop a training program for City Call Center staff to support PSPS operations.

Actions During a PSPS

This includes all actions taken from the time PG&E informs the City that a PSPS is planned until PG&E declares all lines have been reenergized.

- Activate the EOC EPIO section.
- Review and finalize messaging to include probable outage areas.
- Conduct initial briefing for Mayor and City Council members
- Schedule initial press releases and press conferences, ensuring appropriate technologies for translation and access needs are utilized.

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- ❑ Disseminate messages via all available means, including Facebook, Twitter, Instagram, NextDoor, YouTube, and the City website.
- ❑ Review and finalize FAQs based on PG&E PSPS outage notification.
- ❑ Activate the City Call Center, including staff fluent in Spanish, Vietnamese, Mandarin, and Cantonese.
- ❑ Review, finalize and initiate the door knocking campaign.
- ❑ Monitor news and social media feeds to identify potential problems.
- ❑ Pass emerging issues to the Operations Section for action, if appropriate, or develop media response strategies.
- ❑ Establish a daily teleconference with disability organizations to discuss issues and develop support options, if needed.
- ❑ Key messages during a PSPS event include:
 - Locations and capabilities of Community Resource Centers.
 - Resources available from Silicon Valley Independent Living Center, PG&E, CADRE, etc.
 - Treat all intersections without power as a four-way stop sign.
 - Continue to monitor key websites for information, including PG&E <https://pgealerts.alerts.pge.com> and the City of San José <https://www.sanjoseca.gov/news-stories/news/emergency-notifications>.

Key Contacts

PG&E Local Representative

- ~~XXX~~

Director of Community Energy

- Lori Mitchell ~~XXX~~

Public Health Information Line

- (408) 885-3980 (9 am - 4pm)

CADRE

- ~~XXX~~

- ~~XXX~~

Silicon Valley Independent Living Center

- (408) 894-9041 <http://svilc.org>

American Red Cross Silicon Valley Chapter

- (877) 727-6771

Report Downed power lines

- 1-800-743-5000

PSPS Alert Signup and Information:

- PSPS Information in English – 1-866-743-6589
- PSPS Information in Spanish – 1-866-743-6589
- PSPS Information in Vietnamese – 1-800-298-8438

San José Media Line:

- (408) 535-7777 ~~XXX~~

City of San José Communications Office

- (408) 535-8170 <http://www.sanjoseca.gov/news-stories/press-room>

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Weather / Observation tools:

San José Community Energy

- <https://sanjosecleanenergy.org/psps/>
- <https://sanjosecleanenergy.org/backup-power-options/>

MesoWest

- <https://mesowest.utah.edu>
- https://mesowest.utah.edu/cgi-bin/droman/stn_mnet.cgi?mnet=227

National Weather Service

- <https://www.weather.gov>
- https://www.predictiveservices.nifc.gov/fuels_fire-danger/fuels_fire-danger.htm

National Oceanic and Atmospheric Administration website

- <https://www.noaa.gov/>

PG&E Weather Stations:

- https://mesowest.utah.edu/cgi-bin/droman/stn_mnet.cgi?mnet=227

Social Media:

San José:

- <https://facebook.com/cityofsanjose>
- <https://www.facebook.com/sjparksandrec/>
- <https://twitter.com/sanjoseinfo>
- <https://twitter.com/sjparksandrec>
- <https://twitter.com/sanjoseinfo>

Santa Clara County:

- <https://twitter.com/SCCgov>
- <https://twitter.com/SCCoSheriff>

National Weather Bay Area:

- <https://twitter.com/NWSBayArea>

Santa Clara County Library District:

- <https://twitter.com/scclld>

Santa Clara Valley Transportation Authority (VTA):

- <https://twitter.com/VTA>

Preparedness Messages

- PSPS Prepared Campaign - <https://prepareforpowerdown.com/>
- Wildfire Safety Inspections - <http://www.pge.com/wildfireinspections>
- CAL FIRE's wildfire preparedness - <http://readyforwildfire.org>
- California Public Utilities Commission High Fire-Threat District Map - <https://www.cpuc.ca.gov/FireThreatMaps>

PG&E Websites

- PG&E Website - <https://www.pge.com/> - Has Current alerts posted on front page
- ~~XXX~~
- PG&E Cameras - <http://www.alertwildfire.org/about.html>
- PSPS Overview - https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/public-safety-power-shutoff-faq.page
- Active PSPS Event Updates - <https://pgealerts.alerts.pge.com/updates/>

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- [PSPS Alerts for PG&E Account Holders - https://www.pge.com/en_US/residential/your-account/account-management/manage-your-account/alerts-and-notifications/update-your-contact-information.page](https://www.pge.com/en_US/residential/your-account/account-management/manage-your-account/alerts-and-notifications/update-your-contact-information.page)
- PSPS Zip Code Alerts for Non-PG&E Account Holders
- https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/psps-zip-codes.page
- PG&E 7 day Public Safety Shutoff (PSPS) Potential
- https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/psps-weather-map.page
- PG&E Geographic Zones – https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/psps-weather-map.page

Agencies, Commissions, and Regulatory Entities Contact Data

- California Energy Commission - <http://www.energy.ca.gov/>
- CPUC De-Energization - <https://www.cpuc.ca.gov/deenergization/>
- California Governor's Office of Emergency Services - <http://www.caloes.ca.gov/>
- [California Governor's Office of Access and Functional Needs - https://www.caloes.ca.gov/caloes-divisions/access-functional-needs](https://www.caloes.ca.gov/caloes-divisions/access-functional-needs)
- California Fire Safe Council website - <http://firesafecouncil.org>
- California Independent System Operator - <http://www.caiso.com/>
- California League of Cities - <http://www.cacities.org/>
- [California Foundation for Independent Living Centers \(CFILC\) - https://cfilc.org/](https://cfilc.org/)
- California State Association of Counties - <http://www.csac.counties.org/>
- California Utilities Emergency Association - <http://www.cueainc.com/>
- Emergency Medical Services Authority - <http://www.emsa.ca.gov/>
- Pacific Gas and Electric - <http://www.pge.com/>

Topical Resources:

Cooling Centers, County-wide:

- <https://www.sccgov.org/sites/oes/residents/Pages/hot-weather-information.aspx>

Food Safety:

- <https://www.foodsafety.gov/food-safety-charts/food-safety-during-power-outage>
- <https://www.fda.gov/food/buy-store-serve-safe-food/food-and-water-safety-during-power-outages-and-floods>
- <https://www.youtube.com/watch?v=2vGAZ64T0uE>
- <https://www.flickr.com/photos/usdafoodsafety/28150350474/in/album-72157671912703496/>
- https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/public-safety-power-shutoff-faq.page?WT.mc_id=Vanity_psp

General Preparedness:

- <http://ready.gov>

Generator Safety:

- <https://www.pge.com/generatorsafety>
- <https://secoenergy.com/generator-safety-during-power-outages/>
- <https://www.redcross.org/get-help/how-to-prepare-for-emergencies/types-of-emergencies/power-outage/safe-generator-use.html>

Heat-Related Illness:

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- <http://www.sanjoseca.gov/documentcenter/view/17882> – Spanish
- <http://www.sanjoseca.gov/documentcenter/view/17884> – Vietnamese
- <http://www.sanjoseca.gov/documentcenter/view/17883> – English

Hot Weather Tips

- <https://www.sccgov.org/sites/phd/hi/phep/Pages/heat.aspx> – English
- <https://www.sccgov.org/sites/phd/hi/phep/Pages/heat-span.aspx> – Spanish / Español
- <https://www.sccgov.org/sites/phd/hi/phep/Pages/heat-viet.aspx> – Vietnamese / Tiếng Việt
- <http://www.sanjoseca.gov/documentcenter/view/17885>

Maps:

- California Public Utilities Commission Fire Threat Maps
<https://www.cpuc.ca.gov/FireThreatMaps/>
- California Public Utilities Commission wildfire safety efforts
<http://cpuc.ca.gov/wildfiresinfo>
- Power Outage Map:
<https://pge.com/outagemap>
- National Interagency Coordination Center – Fuels and Fire Danger Maps
https://www.predictiveservices.nifc.gov/fuels_fire-danger/fuels_fire-danger.htm

Pets:

- <https://www.asPCA.org/pet-care/general-pet-care/hot-weather-safety-tips>
- <https://www.weather.gov/mqt/petsafety>
- <https://www.humanesociety.org/resources/keep-pets-safe-heat>
- <https://www.humanesociety.org/resources/make-disaster-plan-your-pets>

Tab 1 – ESD Public Notice



Environmental Services Department

WATER RESOURCES DIVISION

IMPORTANT INFORMATION ABOUT YOUR DRINKING WATER

Attention: MUNICIPAL WATER SYSTEM EVERGREEN CUSTOMER

PUBLIC NOTICE

CONSUMER ALERT DURING WATER OUTAGES OR PERIODS OF LOW PRESSURE

1. If you are experiencing water outages or low water pressure, immediately discontinue any non-essential water use. This includes all outdoor irrigation and car washing. Minimizing use will reduce the potential for the water system to lose pressure or run out of water. Please notify your water system if you experience an outage or low pressure.
2. If the water looks cloudy or dirty, you should not drink it. Upon return of normal water service, you should flush the hot and cold water lines until the water appears clear and the water quality returns to normal.
3. If you are concerned about the water quality or are uncertain of its safety, you may add eight drops of household bleach to one gallon of water and let it sit for 30 minutes. Or alternatively, if you are able, water can be boiled for one minute at a rolling boil to ensure it is safe for consumption.
4. Use of home treatment devices does not guarantee the water supply is safe during or after low pressure situations.
5. Do not be alarmed if you experience higher than normal chlorine concentrations in your water supply, since the State Water Resources Control Board is advising public water utilities to increase chlorine residuals – within safe limits – in areas subject to low pressure or outages.
6. The State Water Resources Control Board has also advised public water systems to increase the bacteriological water quality monitoring of the distribution system in areas subject to low pressure. This may include collecting samples in your area to confirm that the water remains safe for consumption. You will be promptly advised if the sampling reveals a water quality problem.

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7. Your water system is committed to ensuring that an adequate quantity of clean, wholesome, and potable water is delivered to you. We recommend that you discuss the information in this notice with members of your family to assure that all family members are prepared should water outages or low water pressure occur.

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APPENDIX 2 - COMMUNITY RESOURCE CENTERS (CRCs)

Responsible Department: Parks Recreation and Neighborhood Services

Support: Public Works, Library, Mayor and City Council Districts

Community Resource Centers (CRCs) are sites activated to provide support during a PG&E Public Safety Power Shutoff (PSPS). Although PG&E could establish a number of CRCs to support San José, past experience has shown that the PG&E CRCs might be in areas that are distant from the outage areas or are not easily accessible. Therefore, the City will plan to open City-run CRCs, if necessary, to support the public when PG&E sites are insufficient.

XXX

XXX

XXX

XXX

During a limited PSPS event in which distribution lines in Tier 2 areas are deenergized, the goal is to provide CRCs in areas that have power that are near each outage area. In the case of a major PSPS event in which most or all of the City is without power, CRCs will be established across the City. Attempts will be made to ensure CRCs provide heating and cooling, however the requirements of maintaining social distancing under pandemic conditions could force the use of tents or sunshades in outdoor spaces such as parking lots.

At a minimum, CRCs will provide:

- Power for charging electronic devices.
- Access to Wi-Fi.
- Protection from the elements
- Information station, including a knowledgeable City representative to talk to and personal preparedness resources for future events.
- Pamphlets and resources to support AFN populations in prolonged event, including e.g., hotel, transportation and food vouchers, and portable batteries.
- Toilet facilities and handwashing/sanitizing stations.
- Water.

Actions Prior to a PSPS

- PRNS and OEM identify potential City CRC locations.
- PRNS coordinate with PG&E representatives to identify potential PG&E CRC locations and determine if PG&E will provide support to those locations such as generated power, PPE, phone chargers, etc.
- PRNS and OEM work with PIO to develop messaging on location and capabilities of CRCs.
- PRNS develop CRC support plan
 - Identify CRC resource requirements using CRC Checklist, below.
 - Identify CRC staffing support requirements and notify staff.
 - Develop and procure needed signage.
 - Determine need for security and coordinate needs with SJPD.
- Identify CRC resource shortfalls and develop emergency resource cache.

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Actions During a PSPS

This includes all actions taken from the time PG&E informs the City that a PSPS is planned until PG&E declares all lines have been reenergized.

- EOC Director and Operations Section Coordinator will work with PRNS to determine which City CRCs will be activated based on potential outage areas and PG&E’s planned CRC locations.
- Operations Section will coordinate with PG&E on support to activated CRCs, determining what, if any, resources PG&E will be providing at City-run CRCs.
- Logistics Section and PRNS personnel will determine City-provided logistics and staff support requirements at CRCs, based on the level of PG&E support.
- PRNS will deploy staff to facilities and establish CRCs when directed by the Operations Section Coordinator.
- PRNS personnel will review and approve messaging on locations and hours of CRC operations with EPIO.
- CRC staff will monitor use of CRCs and provide information daily to the EOC.

Community Resource Center (CRC) Checklist

Name of Facility:		Location:
# Needed	Item	Notes
	Tables	
	Chairs	
	Canopies / tents	
	Charging stations	
	ADA compliant toilets	
	ADA compliant Hand Washing Stations	
	Hand sanitizing stations	
	Cones	
	Stanchions	
	Warning tape	
	Signboards	
	Signs	
	Trash cans	
	Trash bags	
	Clip boards	
	ADA Compliant Porta Potties (if needed)	
	Cases of bottled water	
	Floor signage for social distancing requirements	
	Quarantine area for people who present with COVID symptoms	Include referral to where they can get tested
	Staff	

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XXX	CRC Coordinator	
XXX	Multi-lingual staff	XXX XXX
	Support staff	
<i>If CRCs are established in areas without power, the following additional resources could be needed</i>		
	Generator power	Based on facility and customer load
	Cell system access	XXX
	Wi-Fi access	
	Portable Air Conditioner	If weather warrants

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APPENDIX 3 - EMERGENCY POWER AND FUEL

Responsible Department: Public Works

Support: All departments

Depending on the size and duration of the PSPS, emergency power and fuel supply could become a limitation to keeping CRCs and critical City functions operating. During a limited PSPS event there may be little call for emergency power and fuel needs could remain near normal. However, during a major PSPS event there could be significant need to provide both emergency power and fuel.

OEM and the Public Works Department are responsible for developing this section of the Plan with input from all City departments and agencies. The goal is to identify critical functions within the City, identify the facilities they are housed in, and prioritize all facilities from most to least critical.

OEM will work with Public Works to develop a prioritized list of all critical City facilities. The list will include facilities that have backup generators

Actions Prior to a PSPS

- Departments identify critical functions.
- Departments identify systems (programs, infrastructure) needed to support critical functions.
- Departments determine which facilities house critical functions.
- Departments prioritize facilities from most to least critical.
- Departments submit lists to Public Works.
- Based on critical functions in each facility, Public Works determines the emergency electrical load for each facility.
- Public Works identifies facilities that have backup generators installed and compares available emergency power against required load.
- For those facilities without backup power, Public Works identifies emergency power load needed to keep critical functions operating.
- OEM and Public Works prioritizes all City facilities (both those with and without installed backup generators) based on criticality.
- ~~XXX~~

Actions During a PSPS

- Identify critical facilities in the outage areas.
- Determine which facilities need generators, and then procure generators as needed.
- Place backup generators.
- Revise refueling plan to support backup generators and critical City functions.
- Confirm refueling truck drivers and shifts, and priority refueling routes.
- Monitor fuel consumption at generator sites using baseline fuel burn-rate.
- ~~XXX~~

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APPENDIX 4 – PG&E ACTIONS⁹

PG&E has a plan that deals directly with Wildfire Mitigation. Over half of PG&E’s territory lies in the High Fire Threat District (HFTD) as identified by the California Public Utilities Commission (CPUC) in 2018. The CPUC confirmed the need for all California utilities to use PSPS as a way to prevent catastrophic wildfires.

Forecasting

PG&E has field tools and analytical capabilities to forecast wildfire threats, identify actual fires, and support rapid fire response and electrical grid operational responses.

PG&E manages a 24/7 meteorology operation that supports the Wildfire Safety Operations Center (WSOC) and day-to-day gas and electric system operations. PG&E’s meteorology department integrates weather data from numerous internal and external sources, including hundreds of PG&E’s own weather stations located in HFTDs. Several times each day, PG&E meteorologists use these data streams to forecast wind and weather patterns and calculate fire risk levels across the service territory. These forecasts support PG&E operations and guide the need for wildfire preparation and mitigation activities, including possible PSPS.

PG&E’s WSOC serves as a coordination, facilitation, and communications hub for wildfire activities. The WSOC issues the PG&E seven-day Public Safety Power Shutoff (PSPS) Potential forecast map (see next page). The information in this map is intended only to provide customers with a general estimate regarding potential locations that may be impacted by a PSPS event should one become necessary. The map is divided into nine zones – San José is in Zone 3.

PG&E operates its natural gas system under a separate organization, but the gas and electric systems are coordinated and connected at a corporate EOC in San Francisco. Gas flows differently than electricity and is pressurized. The outages should not affect gas pressure; however, there are critical pumps in the system that rely on electricity.

Key for PG&E seven-day PSPS potential:

- [Not Expected](#) – Conditions that generally warrant a PSPS event are not expected at this time.
- [Elevated](#) – An upcoming event (a period of gusty winds, dry conditions, heightened risk) is being monitored for an increased potential of a PSPS event.
- [PSPS Watch](#) – The company Emergency Operations Center (EOC) is activated for a reasonable chance of executing PSPS for public safety in a given geographic zone due to a combination of adverse weather and dry fuel conditions. A PSPS watch is typically only issued within 72 hours before the anticipated start of an event.
- [PSPS Warning](#) – The company Emergency Operations Center (EOC) is activated and customers in areas being considered for PSPS have been or are being notified. This level indicates execution of PSPS is probable given the latest forecast of weather and fuels and/or observed conditions. PSPS is typically executed in smaller and more targeted areas than the PG&E Geographic Zones. This level does not guarantee a PSPS execution as conditions and forecasts may change.

⁹ All information in this section obtained from: PG&E Website, PG&E 2020 Wildfire Mitigation Plan, PG&E 08/2020 PSPS Policies and Procedures, PG&E 05/28/2020 PG&E Community Wildfire Safety Program for City of San José, PG&E 04/2020 Fact Sheet Community Wildfire Safety Program PSPS, and PG&E Fact Sheet Community Wildfire Safety

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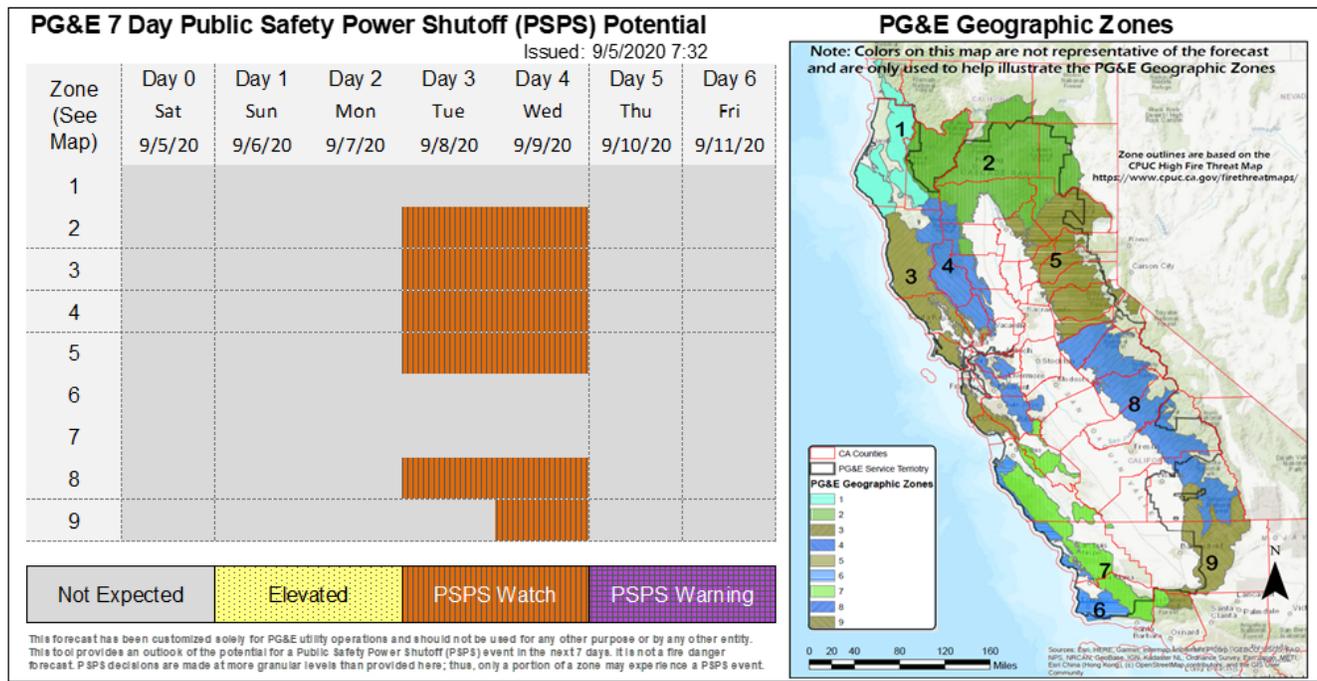


Figure 2 PG&E 7-Day PSPS Potential Map

Criteria to Determine a PSPS¹⁰

Weather conditions help PG&E to determine when there's an increased risk for fire. PG&E carefully reviews a combination of many criteria before shutting off power for safety. Criteria for declaring a PSPS include:

- Low humidity levels, generally 20 percent and below.
- Forecasted sustained winds generally above 25 mph and wind gusts in excess of approximately 45 mph, depending on location and site-specific conditions such as temperature, terrain, vegetation and local climate.
- Moisture content: Condition of dry fuel on the ground and live vegetation (dead and live fuel moistures).
- On-the-ground, real-time observations from PG&E's WSOC and field crews.
- A Red Flag Warning declared by the National Weather Service. *A Red Flag Warning alone does not automatically trigger a Public Safety Power Shutoff.*
- Information from the National Interagency Fire Center (NIFC) and National Weather Service, including high risk days and locations considered "critical burn environments." These indications alone do not automatically trigger a Public Safety Power Shutoff.
 - See map at [NIFC NORTHERN CALIFORNIA FIRE POTENTIAL MAP.](#)

¹⁰ Adapted from https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/pssp-weather-map.page

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PSPS Decision Process

- PG&E's WSOC monitors weather and high-risk fire conditions 24x7.
- Following documented policies, processes, and procedures, a PG&E official makes the decision on whether it will be necessary to shut down distribution lines in the identified high-risk fire areas.
- PG&E assesses the transmission circuits within the high-risk footprint and identifies the downstream areas and customers affected by those lines.
- PG&E identifies specific transmission lines that must be shut down based on updated wildfire risk and public safety risk.

PG&E's Emergency Operations Center (EOC) Coordination.

PG&E will offer the following resources to support local EOCs during a PSPS event:

- A PG&E Local EOC Liaison can be embedded in a county or tribe's local EOC, upon request.
- Agency Representatives will be assigned to each county and tribe to act as a single point of contact during an event.
- A PG&E GIS Technical Specialist can be embedded in a county or tribe's local EOC upon request; remote support is also available, if preferred.
- Cities, counties, tribes, water agencies and telecom providers may request to send a representative to observe the PG&E EOC during a PSPS event.

PG&E's Community Resource Centers (CRCs)

CRCs provide customers and residents with a safe, energized, ADA-accessible location with basic resources, as well as up-to-date information. Due to the impacts of COVID-19, these facilities may be established in large open areas such as parking lots. Additional resources that may be available include:

- Heating and Cooling
- Power for Charging
- Bottled Water, Coffee, and Tea
- Non-perishable Snacks/Fruit
- Wi-Fi Service
- Blankets
- ADA Compliant Toilets and Hand Washing Stations
- Security
- Chairs and Tables

PG&E's Support to People with Disabilities and others with Access and Functional Needs

PG&E is working with the California Foundation for Independent Living Centers (CFILC) to fund resources to help prepare for disasters and extended power outages. Medical needs and income will be taken into account. Locally, the Santa Clara Independent Living Center can provide these resources which may include:

- Portable Backup Power
- Emergency Preparedness Assistance
- Accessible Transportation
- Hotel Vouchers and Food Stipends
- Medical Baseline Application Assistance
- Personal Preparedness Supplies and Training

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PSPS event-specific AFN resources will be posted at <https://www.pge.com/specialresources> and local resources for the City of San José can be accessed at the Silicon Valley Independent Living Center’s website at <http://svilc.org/psps-information-resources>.

Alert and notifications systems such as SCCAlert, Press releases, social media, radio and television public information messages and communications the CADRE and CBOs will be used to communicate with vulnerable populations during events.

PG&E Communication Tools

- PG&E 7 day Public Safety Shutoff (PSPS) Potential - https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/psps-weather-map.page
- PG&E Geographic Zones – https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/psps-weather-map.page
- High-resolution map - https://www.pge.com/pge_global/common/pdfs/safety/emergency-preparedness/natural-disaster/wildfires/2019-PGE-Geographic-Zones.pdf
- Public Safety Power Shutoff event information page – <https://PG&Ealerts.alerts.pge.com/updates/>
- PG&E Weather Map - https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/psps-weather-map.page
- Community Wildfire Safety Program - pge.com/wildfiresafety

The PG&E PSPS Agency Portal posts information in two categories, before an event, and during an event.

- Before an Event Information includes:
 - PSPS Planning Maps (GIS, KMZ)
 - Summary of Impacted customers
 - List of Critical Customers (excluding telecom)
 - List of Medical Baseline Customers
- During an Event Information includes:
 - Event-specific Information and Maps (GIS, PDF, KMZ)
 - Activated Customer Resource Center (CRC) Location Information
 - Summary of affected customers
 - List of Critical Customers (excluding Telcom)
 - List of Medical Baseline Customers

PG&E Account Notification Timing¹¹

PG&E will contact customer accounts through automated calls, texts, and emails. PG&E will do its best to give customer accounts as much notice as possible. PG&E will also use pge.com and social media channels and will keep local news and radio outlets informed and updated. PG&E will strive to provide timely information to emergency service agencies in advance of notifying customers.

Below is an overview of notifications that PG&E will make.

- PG&E notifies the Cal OES State Warning Center of a pending Public Safety Power Shutoff.

¹¹ Adapted from https://www.pge.com/en_US/safety/emergency-preparedness/natural-disaster/wildfires/public-safety-power-shutoff-faq.page

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- In parallel action, PG&E notifies the local government contacts registered in their system. The following positions are on PG&E’s City of San José Contact List (as of October 2020):
 - Deputy City Manager
 - Deputy City Manager
 - Chief of Staff
 - Director/Deputy Director of OEM
 - Director of Clean Energy
 - Director of Communications
 - Fire Chief
 - Director/Deputy Director of Public Works
- PG&E is required by CalOES and CPUC regulations to:
 - Provide a map of the impact area
 - Make notifications to
 - Cal OES
 - Customers in the impacted area
 - OA EOC
 - Representatives identified in their system
- PG&E will attempt to provide advance customer account notifications in three phases;
 - Two days (48-hours) before electricity is turned off PG&E will send an email to all registered customers before a planned shutoff
 - One day (24-hours) before electricity is turned off PG&E will send an email to all registered customers before a planned shutoff
 - PG&E will check on all Medical Baseline customers who do not acknowledge any previous notification beginning 24 hours ahead of a shutoff utilizing a door-knock protocol.
- During the PSPS (including time of restoration)
 - Daily conference calls for each Operational Area affected and major cities.
 - Hosted twice-daily by Agency Representatives with each impacted county and tribe
 - Event-specific information changes will be reviewed
 - Opportunity to resolve local issues and ask questions
 - Systemwide Cooperators Call
 - Hosted once-daily by the PG&E EOC
 - Provides the latest high-level updates (inform only)
 - Local and tribal agencies within the service area are welcome to join the call, as well as other public safety partners (e.g., telecom, water providers, transportation agencies)
 - Event-Specific Information
 - Up-to-date information will be provided twice-daily at regular intervals
 - Information provided will include counties and tribes in scope, estimated time of de-energization, estimated time of restoration, number of Medical Baseline customers and number and types of critical facilities in scope
- PG&E meteorologists issue the “weather all-clear” for a PSPS event.
- PG&E conducts safety assessments of lines and equipment.
 - PG&E will begin reenergization once the conditions threatening fire conditions have ended and lines have been inspected
 - PG&E will reenergize in a prioritized fashion, targeting critical and essential facilities first.
 - The goal to restore power within 12-hours after the “weather all-clear” has been issued

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Once power has been restored Customer Accounts are contacted to assure restoration is completed.

APPENDIX 5 – INCIDENT MANAGEMENT TEAM (IMT) OPERATIONS

Introduction

The primary method of response to any power outage will be to utilize the standard response structure of the City, i.e., activating the EOC and managing the response with the normal staff. However, if a power outage occurs and the EOC is activated supporting another incident, or the power outage is part of a larger disaster, the OEM Director and Deputy City Manager may decide to mobilize an Incident Management Team (IMT) to coordinate power outage response activities. Activating an IMT under these circumstances will allow the EOC to focus on the overall response while the IMT works on power-related issues.

The role of the IMT is to coordinate all power outage-related response activities. In order to achieve this, IMT members will work directly with City departments to achieve the goals of this plan (including coordinating activation of CRCs and tactical field activities) and requesting resources. **There is high risk that IMT requests to departments, or other activities, could conflict with response activities directed by the EOC.** Therefore, it is extremely important that IMT members coordinate closely and often with their counterparts in the EOC. See the IMT Coordination and Interface section below for details.

IMT Organization

The IMT is led by the Community Energy Department (CED). The IMT is scalable, and the ultimate size will be determined by the IMT Leader and the Operations Section Coordinator. Members of the team are responsible for coordinating with City departments/agencies and partners to implement the actions identified in this plan. The IMT organizational structure is illustrated in the figure below. See Tab 1, below, for Departmental IMT staffing responsibilities.

IMT Position Responsibilities

In general, the IMT positions are comparable to equivalent positions in the EOC and are responsible for performing the same types of actions. Specific responsibilities and desired qualities for each of the positions is below.

- [*Incident Management Team \(IMT\) Leader*](#) is responsible for directing the response operations of the IMT. This position is a senior manager with clear authority and knowledge of City policies and overall operations.
- [*Emergency Public Information Officer \(EPIO\)*](#) is responsible for working with partners to distribute messaging. This person is an experienced PIO with knowledge of City policies and operations, and strong written and verbal communication skills.
- [*Liaison Officer*](#) leads the Liaison Unit and provides primary liaison to the City EOC and other City organizations. This person has knowledge of planned PSPS actions and strong interpersonal, communications and organizational skills. The Liaison Officer communicates through the EOC to provide information to the Mayor, City Council and City Manager to ensure that PSPS information and needs are coordinated.
- [*Liaison to the Operational Area \(OA\)*](#) provides the primary information and coordination channel between the IMT/City and the OA for PSPS activities. This person is knowledgeable about this plan, is organized, and has strong communications skills.

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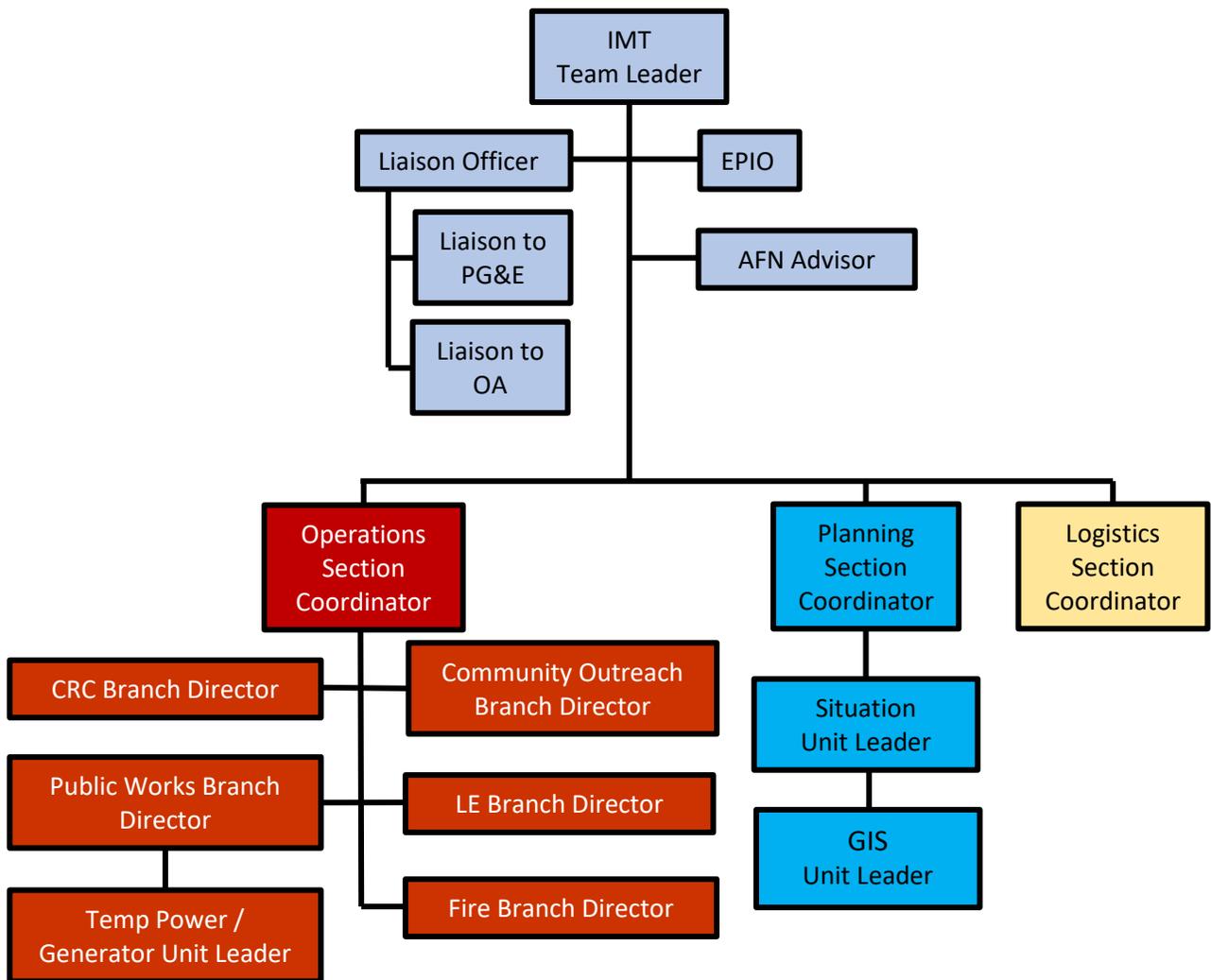


Figure 3 Incident Management Team Structure

- [*Liaison to PG&E*](#) deploys to the PG&E EOC and provides information between the IMT and PG&E. This person has knowledge of planned PSPS actions and strong interpersonal, communications and organizational skills.
- [*Access and Functional Needs \(AFN\) Advisor*](#) works with all partners to identify and resolve issues surrounding people with disabilities and access and functional needs, and provides advice to the IMT on issues related to equal access to services and diverse communities. This person is knowledgeable about diverse communities, AFN issues specific to San José, and community organizations and resources available to support AFN needs.
- [*Operations Section Coordinator*](#) is responsible for coordinating the operational aspects of this plan, including coordinating closely with the City EOC. This person is a middle manager or higher, very knowledgeable about the City’s organization and operations, and well-versed in the details of this plan.
- [*Community Outreach Branch Director*](#) is responsible for working with the AFN Advisor and all partners to execute the plan to reach the diverse communities that will be impacted by PSPS events. This person is knowledgeable about the diverse communities and the organizations that serve them, is organized, and has strong interpersonal and planning skills.

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- [Community Resource Center \(CRC\) Branch Director](#) is responsible for understanding PG&E’s CRC plan and coordinating the establishment of CRCs during a PSPS, if needed. This person is organized and has strong time management skills.
- [Law Enforcement \(LE\) Branch Director](#) advises the IMT on LE actions and provides the primary communication link between the IMT and the Police. This person is a Sergeant or above with strong communication skills.
- [Fire Branch Director](#) advises the IMT on fire and EMS actions and provides the primary communication link between the IMT and Fire/EMS. This person is a line supervisor or above with knowledge of fire/EMS operations and strong communications skills.
- [Public Works Branch Director](#) is responsible for coordinating IMT preparedness and response activities involving infrastructure, including traffic/transportation, water/wastewater, and temporary power. This person is a mid-level manager or above and has knowledge of Public Works operations.
- [Temporary Power/ Generator Unit Leader](#) tracks the need for, and provision of, temporary power and fueling operations. This person has knowledge of emergency power operations and emergency generators available to the City and an understanding of the Refueling Plan. This person should be very organized and have strong communications skills.
- [Planning Section Coordinator](#) is responsible for all planning activities of the IMT, including developing a draft Emergency Action Plan (EAP), modifying the EAP as needed during operations, and developing and maintaining situational information. This person has supervisor or managerial experience, is organized, and has strong time management skills.
- [Situation Unit](#) Leader develops and maintains information about the incident, including maps, updates and reports. This person has strong time management skills and is very organized.
- [GIS Unit Leader](#) provides geospatial data to support decision making needs. This person is a GIS technician with strong organizational skills.
- [Logistics Section Coordinator](#) coordinates all logistics activities to support the IMT and PSPS operations. This person is a mid-level manager or above familiar with resources generally available to the City, and knowledgeable about City procurement policies and procedures.

IMT Concept of Operations

The IMT activates and provides direction and coordination related to power outage issues when the EOC is coordinating response activities for other emergencies. The IMT works within the City’s standard emergency response protocols utilizing the tenets of SEMS to achieve the goals of this Plan.

IMT Activation and Notification

The IMT is activated at the direction of the Deputy City Manager. Steps to activate the IMT include:

- OEM Director and Deputy City Manager determine the situation warrants activation of the IMT and determines date, time, and location of activation
 - OEM notifies CED Director that the IMT is to be activated.
 - CED Director notifies IMT Leader of IMT activation date, time, and location.
 - CED Director, OEM Director and Deputy City Manager determine the level that the IMT will be activated to.
- XXX
XXX
XXX

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- OEM Director, CED Director, and IMT Leader meet with Deputy City Manager and develop initial IMT priorities and timeline, including:
 - Date/time of proposed outage.
 - Date/time of establishing Situation Room.
 - Date/time of establishing IMT ~~XXX~~
 - Potential length of outage.
- OEM notifies City departments of IMT activation and need to provide staff.
- IMT staff either meet at a designated site or virtually.
- IMT Operations Section Coordinator works with EOC to determine which area the IMT will occupy to conduct response operations.

IMT Operations

The IMT initially establishes the Situation Room ~~XXXXXXXXXXXXXXXXXXXXXXXXXXXX~~ to provide early coordination and continuity. Staffing the Situation Room should include the IMT Team Lead, Emergency Public Information Coordinator, Liaison, Access and Functional Needs Advisor, Planning, Operations, and Logistics Sections. The IMT Leader and Deputy City Manager determine when the IMT will transition to the EOC to coordinate PSPS response operations.

IMT response operations are the same as those detailed in the EOC section under CONOPS in the base plan. However, due to the structure of the IMT, response activities are reiterated here and assigned to specific IMT positions.

Response Priorities. The priorities during response activities include:

- Conduct operations to ensure the health and safety of all residents, with a priority focus on those who are at risk for life sustainment due to the power outage.
- Connect with PG&E and monitor outages.
- Communicate with all residents.
- Check on people on the Medical Baseline lists (see Communications Section of this plan).
- Communicate with community support organizations, particularly those serving people with disabilities and access and functional needs.
- Establish and operate CRCs as needed and provide necessary resources to support CRCs.

Power Outage-Specific Actions. In addition to standard activities performed by the IMT members, specific actions to be taken include those listed below.

IMT Leader

- Meet with the City’s Executive Team to review the situation and establish a preparation and response timeline (e.g., when to open the Situation Room, when to activate the Call Center, etc.).
- Establishes the incident management team and operational location

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- Sets priorities and determines incident objectives and strategies to be followed
- Establishes the organizational structure needed to manage the incident
- Coordinates IMT activities with the EOC Leadership
- Approves the Emergency Action Plan (EAP)
- Coordinates with IMT Command and General Staff activities
- Approves resource requests and the use of volunteers and auxiliary personnel
- Ensures after-action reports are completed
- Authorizes all information release to the media and posted on social media (During incidents with an activated EOC, ensure information is coordinated with the EOC PIO and the Joint Information Center (JIC))
- Orders and oversees demobilization as needed
- Ensures senior City leadership and EOC are informed and update on a regular basis

EPIO

- Review and disseminate information to City staff and the public, ensuring information is provided in multiple accessible formats.
- Obtain IMT Leader's approval of news releases.
- Review possible impacts based on the current situation.
- Monitor critical websites (e.g., PG&E, National Weather Service, County OES etc.)
- Monitor media/rumor control.
- Forward media information that may be useful to the IMT Leader or the Operations Section Coordinator.
- Manage media inquiries.
- Review and coordinate public messaging with the City and/or County OA Joint Information Center (JIC).
- Conduct periodic media briefings and update relevant social media platforms.

Liaison Officer (Liaison Unit Leader)

- Deploy to the City EOC and maintain liaison functions throughout the incident.
- Participate in PG&E, Cal OES, County OA and CADRE conference calls as necessary.
- Coordinate the activities of the Liaisons to the OA and PG&E.
- Keep the IMT Team Leader briefed on partner agency activities/needs
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential interorganizational problems.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings by providing current resource status, including limitations and capabilities of City agency resources.

Liaison to Operational Area (OA)

- Deploy to the OA EOC and maintain liaison functions throughout the incident.
- Participate in PG&E, Cal OES, City EOC, and CADRE conference calls as necessary.

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Liaison to PG&E

- Deploy to the PG&E EOC and maintain liaison with PG&E throughout the incident.
- Participate in Cal OES, City EOC, County OA and CADRE conference calls as necessary.

Access and Functional Needs (AFN) Advisor

- Supports and assists incident management on issues related to people with disabilities and access and functional needs.
- Provide support to the EPIO to ensure information is available rapidly and in formats accessible to San José's diverse community.
- Review possible impacts based on the current situation and work with Planning Section to anticipate potential needs for vulnerable populations.
- Work with CADRE, SVILC and other community organizations to provide support to those who need assistance to remain in their home during the PSPS (e.g., providing backup power or a way to keep medication cool).
- Assists incident responders in identifying accessible resources and services.
- Ensures facilities used for response and recovery activities meet all accessibility requirements
- If it is not possible to maintain safe living conditions in identified at-risk individuals' homes, work with community organizations to provide resources for relocation to an alternate facility such as a hotel, plus food vouchers, gift cards, etc.,
- Help coordinate services and information to homeless populations.
- Work with Planning Section Coordinator to determine possible cascading impacts of the PSPS on community lifelines.

Operations Section Coordinator

- Review possible impacts based on the current situation.
- Determine related hazards and vulnerabilities and notify the appropriate organizations/entities.
- Monitor the situation as it relates to PSPS and respond to support life-safety and alleviate suffering as needed.
- Monitor the status of critical City functions.
- Monitor availability of cell phone service impacting the public and work with providers to alleviate coverage gaps.
- Determine possible cascading impacts of the PSPS on community lifelines.
- Coordinate with relevant EOC entities (such as the Care and Shelter Branch and the Health and Medical Branch) and external organizations, as necessary.
- Develop the operations portion of the EAP.
- Supervise execution of operations portions of the EAP.
- Request additional resources to support tactical operations.
- Approve release of resources from active operational assignments.
- Make or approve expedient changes to the EAP.

Community Outreach Branch Director

- Review possible impacts based on the current situation.
- Work with AFN Advisor to conduct outreach campaign to people on the PG&E Medical Baseline database. This includes telephonic notification and a door-knocking campaign in potential outage areas to notify people of the pending power outage. See Appendix 1 Communications and Public Outreach for details.

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- Work with community organizations to provide support to those who cannot remain in their homes during PSPS due to medical conditions or to access and functional needs.
- Coordinate outreach activities with the City and OA EOCs.
- Activate the City’s Call Center for PSPS operations.
- Coordinate with partners (governmental, private sector, and non-profit) to identify emerging issues relating to the power outage.

Community Resource Center (CRC) Branch Director

- Coordinate with PG&E to determine location of PG&E-run CRCs.
- Identify City CRCs to be activated and determine what resources are needed to support CRCs, especially for AFN populations
- Coordinate with relevant EOC entities (such as the Care and Shelter Branch) and external organizations, as necessary. See Appendix 2 – Community Resource Centers (CRCs) for details.

Law Enforcement Branch Director

- Participate in PG&E, Cal OES, City EOC, County OA, and CADRE conference calls as necessary.
- Coordinate identified security needs with LE organizations.
- Act as liaison to all LE agencies, internally and externally.

Fire Branch Director

- Participate in PG&E, Cal OES, City EOC, County OA, and CADRE conference calls as necessary.
- Act as liaison to all fire/EMS organizations internally and externally.

Public Works Branch Director

- Establish effective communication and coordination links with the EOC’s Operations Section.
- Coordinate all incident-driven public works requests with the EOC Public Works Branch.
- Coordinate supply and equipment request with the IMT Logistics Section Coordinator.
- Coordinate with the EOC Transportation Branch as needed for incident traffic related needs.
- Coordinate with the Department of Transportation DOC for power related impacts to traffic management.
- Coordinate with the Environmental Services Department DOC for power related impacts to water delivery.
- Coordinate any requests for temporary power needs.
- Coordinate any requests for generator fuel with logistics and the EOC Public Works Branch.
- Establish communication and coordinate with water/wastewater agencies to facilitate any incident related needs.
- Support CRCs as needed.
- Coordinate with the EOC Public Works Branch regarding any infrastructure issues and facilitate a resolution for those issues such as traffic lights and water pumps.

Temporary Power/ Generator Unit Leader

- Review PG&E forecasted outage areas and list critical facilities within these to be prioritized for generator placement and fuel.
- Make recommendations to the IMT Operations Section Coordinator on generator placement.
- Implement and track the refueling plan in coordination with the Logistics Section Coordinator.

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Planning Section Coordinator

- Establish operational rhythm, including meeting times and EAP and Situation Status Report issuing time.
- Work with all IMT members to review possible impacts and highlight issues to be resolved.
- Coordinate activities with the City EOC Plans Section and the OA, as needed.
- Conduct the Emergency Action Planning (EAP) process, modifying the draft EAP as needed.
- Submit the EAP for approval to IMT Leader and distribute approved EAP.

Situation Unit Leader

- Provide incident maps.
- Prepare and facilitate the production of an Emergency Action Plan (EAP).
- Assemble/collect and organize all incident related documents.
- Act as a scribe/note taker during incident related meetings and briefings.

GIS Unit Leader

- Establish a strong communication link with PG&E and portal data
- Provide geospatial data to support decision making needs.
- Provide regular updates

Logistics Section Coordinator

- Manage and coordinate all incident logistics activities.
- Coordinates transportation needs for AFN with AFN Advisor, Outreach Branch Director, and Valley Transit Authority as needed.
- Coordinate activities with the City and OA EOCs, as needed.

IMT Coordination and Interface with the City EOC and Departments

See Appendix 1 Communications and Public Outreach for details of external communications.

Activation of the IMT may occur simultaneous to other incidents that the City is already responding to. The IMT is designed to relieve pressure from the EOC by shifting operational focus on power shutoff response actions to the IMT, allowing the EOC to dedicate operational focus to other response activities.

However, the IMT cannot manage PSPS preparedness or response actions independently of broader City readiness or response. The management of simultaneous responses must be conducted in a coordinated manner, so as to ensure efficient use of resources, coordinated decision-making, promotion of a common operating picture, and consistent public messaging. The EOC, activated DOCs, and the IMT will each be engaged in response activities demanding a coordination of efforts.

Keeping City Leadership Informed

Maintaining consistent information across the City is critical when managing a PSPS incident while the EOC is also activated. Because of the multiple information pathways and control nodes (including the IMT, the City EOC, and DOCs) there is great risk that information in the various locations could be distorted or in error.

To ensure information is coordinated and distributed in a timely manner, the IMT Liaison Officer is responsible for providing information through the EOC Liaison Team to the City Leadership Team,

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including the Mayor, Council Members, and the City Manager. Questions for the IMT from the City Leadership Team are routed through the EOC Liaison Team. This method ensures that information is not bypassing the EOC Director.

Resource Requesting and Ordering

PSPS incidents require specific logistical support, including related to supplies, equipment, and personnel. It is essential for these resource requests and the filling of resources to be coordinated effectively between the IMT, EOC, and the DOCs to ensure resources are allocated strategically and to eliminate unnecessary competition of resources. The use of the IMT will require coordination of resource ordering information and tracking with both the EOC and all DOCs providing logistics support to power shutoff operations.

IMT units/components requiring resources will make resource requests through the IMT Logistics Section Coordinator. The Logistics Section Coordinator will coordinate with departments/DOCs and the City EOC as described below:

- Make the first attempt at acquiring the requested resource through the appropriate City Department or City Department Operations Center that manages the specific resource/contract.
- When the department or DOC is able to provide the requested resource, the IMT Logistics Section Coordinator will provide the EOC Logistics Section Coordinator an informational message updating the EOC of the acquired resource.
- In the event the department or DOC is unable to provide the requested resource, the IMT Logistics Section Coordinator will submit a resource request through the EOC Logistics Section.
- The IMT Logistics Section will record the details of the resource acquired and provide resource tracking information to the IMT Situation/Resources Unit Leader to track the resource through the incident.

Situational Information Coordination

Situational information is typically of interest across all responders and all incidents when the City is responding to in simultaneous activations. The sharing, coordination, and application of information are essential to ensure the City is operating from a common operating picture. The use of multiple coordination centers requires more robust measures to ensure information is accessible and provided across all responders.

The IMT Planning Section Coordinator and Situation Unit Leader will ensure coordinated situational information and intelligence across departments/DOCs, the EOC, and the IMT by:

- Developing an Operational Period Situational Report and provide the report to the EOC Planning Section Coordinator and Situation Unit Leader.
- Providing flash situational updates as necessary to the EOC Planning Section Coordinator and Situation Unit Leader to ensure timely updates of essential information.
- Coordinating with DOC Situation Unit Leaders or Planning Section Coordinators to collect situation reports.
- Coordinating with departments, DOCs, and field resources to collect situational information and provide incident updates.

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Tab 1 – IMT Staffing

The table below identifies staffing resources for the IMT members.

Option 1, All positions filled with current City staff

IMT Position	Recommended Department or Source for staffing	Other Possible Staffing Sources
IMT Team Leader	Community Energy Department	Community Energy Department
Emergency Public Information Officer	Communications Office	City Department PIOs
Liaison Officer	Office of Economic Development	City Manager’s Office
Liaison to PG&E	Office of Economic Development	City Manager’s Office, Public Works
Liaison to Operational Area EOC	Office of Economic Development	City Manager’s Office, OEM
Access and Functional Needs Advisor	Recommend City hires full time AFN advisor who could fill this position during IMT activation	Contracted Provider
Planning Section Coordinator	OEM	OEM
Situation Unit Leader	OEM	Community Energy Department
GIS Unit	Public Works GIS	Public Works GIS
Operations Section Coordinator	Community Energy Department	Fire Department/Public Works
Community Outreach Branch Director	Parks, Recreation, and Neighborhood Services (PRNS)	SJ City Library Staff
Community Resource Center Branch Director	Parks, Recreation, and Neighborhood Services (PRNS)	SJ City Library Staff
Law Branch Director	SJ Police Department	SJ Police Department
Fire Branch Director	SJ Fire Department	SJ Fire Department
Public Works Branch Director	Public Works Department, Department of Transportation	Public Works Department
Logistics Section Coordinator	Public Works Department	Finance (Purchasing)

APPENDIX 6 - COMMUNICATIONS SYSTEM PROVIDERS COORDINATION

Responsible Department: Office of Innovation

Support: Police Dispatch, Fire Dispatch, Information Technology, and Transportation

Actions Prior to a PSPS

- Identify critical communication systems' service points for cellular mobile networks, as well as the City's internet connection with ISP.
- Develop list of key contacts for voice, data, and ISP services – include multiple contact channels should Internet or standard voice become inoperable
- Develop list of key contacts to request deployment of Cellular on Wheels (COWs) and Cellular on Light Trucks (COLTs) vehicles to the operation area – include multiple contact channels should Internet or standard voice become inoperable
- Consult with FirstNet/ AT&T to identify the run-time of the network operating on generators and key areas covered. Compare with critical public safety and City infrastructure requirements.
- Identify situation status requirements that would benefit response and restoration.
- Identify what systems and infrastructure require alternate power and coordinate with Public Works.

Actions During a PSPS

- Contact Firstnet / AT&T
 - 24/7/365 FirstNet Net
 - ~~XXX~~

Single Point of Contact number for FirstNet for to inquire about network issues, power outages, or to request the FirstNet deployable material for planned or emergency events
 - External Affairs Contacts
 - ~~XXX~~
 - ~~XXX~~
 - ~~XXX~~
 - ~~XXX~~
 - ~~XXX~~
 - ~~XXX~~
- Confirm notification of PG&E power status (because CPUC requires PG&E to contact AT&T FirstNet before local jurisdictions)
- Confirm FirstNet network status
- Confirm AT&T commercial network status
- Determine frequency of communication and establish backup contacts to maintain communication during the incident
- Assess if Cellular on Wheels (COWs) and Cellular on Light Trucks (COLTs) vehicles will be mobilized to the area to standup the mobile network.
- CONTACT all other carriers to assess their network status and CONFIRM what actions and timelines the carriers expect for network assurance.
 - Verizon
 - ~~XXX~~

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- XXX
- XXX
- T-Mobile
 - XXX
 - XXX
 - XXX
 - XXX
 - XXX
 - XXX
 - XXX
 - XXX
- Sprint
 - XXX
 - XXX
 - XXX
 - XXX

Days 1-2 (first 48 hours) Without Power Actions

- Maintain contact per established frequency schedule with FirstNet contacts
- Determine any mobile network outages areas, times, and vulnerabilities with carrier-confirmed timelines and geographic areas impacted
- If outage is expected to go beyond 48 hours, request FirstNet to mobilize Cellular on Wheels (COWs) and Cellular on Light Trucks (COLTs) vehicles will be mobilize to the area to standup the mobile network

Resource Needs

- GIS map with known macro sites and small cell sites for all carriers (based on permits with City of San José, County of Santa Clara, and neighboring jurisdictions)
- GIS map layer with critical long-haul fiber route to critical internet exchange sites (XXX) for all major providers. Assess vulnerabilities for network resiliency and advocate for additional long-haul routes and critical internet exchange sites.



City of San José

PG&E Power Shutoff

Incident Management Team Staffing

Analysis

December 30, 2020

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Introduction

The following San José PG&E Public Safety Power Shut-off (PSPS) Incident Management Team (IMT) concept is developed to support the management and coordination of power shutoff incidents in San José. This concept provides the City with an added tool to better coordinate and manage power-outage incidents.

The intent of this document provides guidance in the response efforts for PG&E PSPS events, but it can be used in other incidents involving power disruptions. The possibility of simultaneous or cascading incidents is factored into the following assessment, allowing the City to manage power disruption events while engaged in response efforts for other incidents.

In order to ensure that a focused response is provided to the community during power outages, the City needs to build, resource, and train an incident management team (IMT). The IMT further provides oversight and coordination of power disruption incidents, coordinates incident needs and addresses incident complexities. Additionally, the IMT needs to equally be prepared to ensure effective coordination with the City's EOC, departments, and leadership so as to maintain a continuity of efforts, resources, and information flow.

This document is a white paper that details the PSPS IMT concept. It is meant to generate discussion that supports final recommendations related to the IMT and supports the City's updated Power Vulnerability Plan.

Consistent with the principles of the Incident Command System (ICS), the Standardized Emergency Management System (SEMS), and the National Incident Management System (NIMS), the design of the IMT should be scalable and adjusted according to the needs, size, and duration of the incident. The base IMT models described below provide staffing configurations consisting of from one to sixteen personnel to operate and manage the team concept.

The IMT is designed to work either as a stand-alone unit (while coordinating with the EOC, if activated) or a PSPS Branch within the EOC, under the Operations Section in a fully staffed and operational EOC During a non-PSPS event. The PSPS IMT is designed to be modular and aligns with models provided in NIMS. The modular design allows for easy "ramp-up" or "ramp-down" staffing based on the incident objectives/needs and span of control.

Staffing Analysis

The core staffing recommendations for the management of significant power disruption events comprises seven staff members to open and staff the Situation Room upon notification of a potential PG&E Public Safety Power Shut-off (PSPS) event. The IMT design allows for minimal staffing less than the core staffing as determined sufficient by the IMT Team Leader. Additionally, the IMT Team Leader may activate additional positions as needed. The IMT Team Leader will determine the positions needed based on current situational information. These core team positions include:

- IMT Team Leader
- Emergency Public Information Officer
- Liaison Officer
- Access and Functional Needs (AFN) Advisor
- Plans Section Coordinator
- Operations Section Coordinator
- Logistics Section Coordinator

Situation Room Staffing

The Situation Room housing the IMT is established ~~XXXXXXXXXXXXXXXXXXXX~~
~~XXXXXXXXXXXXXXXXXXXX~~ once a PSPS notification has been received from PG&E. Establishing a situation room early ~~XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX~~ promotes early coordination and continuity. However, it should be noted that maintaining coordination and communication with the EOC as defined later in this document is essential to ensure a consistent decision-making and response actions with an activated EOC.

Staffing in the Situation Room should include the IMT Team Leader, Emergency Public Information Coordinator, Liaison, Access and Functional Needs Advisor, Planning, Operations, and Logistics Sections.

Staffing Depth

To ensure continuity of staffing resources, each IMT position has a primary and secondary staff member identified from the same department/agency. ~~XXX~~

~~XXX~~

~~XXX~~

(See Appendix 1 for additional Staffing Resources)

The options listed below require further discussion to vet out potential staffing solutions. Assessing City staff-resource capacity is currently ongoing, this will provide a clearer understanding of resource sources and capacity.

Most of the positions listed on the PSPS IMT organization chart (page 27) are traditional NIMS/SEMS positions, and thus they generally follow NIMS/SEMS position descriptions. A few “non-traditional” positions are also recommended for the IMT, to effectively manage a power disruption event in the City of San José. These include AFN Advisor, Community Outreach Branch Director, and a Community Resource Center (CRC) Branch Director.

Staffing Challenges, Gaps, and Recommendations

Maintaining adequate staffing and training for the IMT may be a challenge. Staff retiring, earning promotions, or leaving the City to pursue other opportunities are consistent issues in maintaining a full team roster. Gaps in training and experience such as employees leaving City employment make it difficult to maintain consistent IMT capability.

Possible steps to help close the gaps and manage the challenges related to staffing and training include:

- Develop a process to ensure all new and current employees are aware of their Disaster Service Worker responsibilities
- Require all new hires to complete IS700 and IS100 as part of their on-boarding process
- Develop a multi-year plan to insure all City employees have completed IS100 and IS700
- Develop a city-wide, Multi-Year Training and Exercise Plan (MYTEP) to coordinate and facilitate training and exercises
- Hold a PSPS IMT team meeting the first quarter of every calendar year to identify staffing and training gaps
- Hold training the second quarter of every calendar year to help close the training gaps
- Facilitate a PSPS-specific IMT table-top exercise the third quarter of every calendar year
- Hold a PSPS-specific IMT team meeting the fourth quarter of every calendar year to review any PSPS events, identify team staffing gaps and recruit potential new team members, and review the City’s Power Vulnerability Plan for needed updates or revisions

Administrative

It is recommended that the Community Energy Department, in close oversight and coordination with the City's OEM, be the agency to lead and facilitate the PSPS IMT team. The City's EOP and the PVP can be the guiding documents for team administration.

Coordination Between the IMT and EOC

Activation of the IMT may occur while the City is responding to other ongoing incidents. The use of the IMT is designed to relieve pressure from the EOC by shifting operational focus for power shutoff response actions to the IMT, thus allowing the EOC to dedicate operational focus to other response activities.

However, the use of the PSPS IMT does not mean that PSPS preparedness or response actions occur in a silo. The management of simultaneous responses must be conducted in a coordinated manner with an activated EOC, ensuring efficient use of resources, coordinated decision-making, promotion of a common operating picture, and consistent public messaging. The EOC, activated DOCs, and the IMT will each be engaged in response activities, demanding a coordination of efforts (as described in the Power Vulnerability Plan).

Keeping City Leadership Informed

Maintaining a consistent information environment across the City organization is critical when managing a PSPS incident concurrent to an EOC activation. Because of the multiple information pathways and control nodes (including the IMT, the City EOC, and DOCs) there is great risk that information in the various locations could be distorted, inaccurate, or outdated.

To help ensure information is coordinated and distributed in a timely manner, the IMT Team Leader or, if designated, the Liaison Officer is responsible for providing information through the EOC Director, or designated official, to the City Leadership Team, which includes the Mayor, Council Members, and the City Manager. Questions for the IMT from the Leadership Team should in turn be routed to the IMT through the EOC Director or designated EOC official.

This method should also ensure that information is not bypassing the EOC Director.

Resource Requesting and Ordering

Power shutoff incidents may require specific logistical support, including the use of supplies, equipment, and personnel. It is essential for these resource requests and the filling of resources to be coordinated effectively between the IMT, EOC, and the DOCs, so as to ensure resources are allocated strategically and to mitigate competition of resources. The use of the IMT requires coordination of resource-ordering information and tracking across both the EOC and all DOCs providing logistics in support of power shutoff operations.

IMT units/components requiring resources make resource requests through the IMT Logistics Section Coordinator. The Logistics Section Coordinator completes the following:

- Make the first attempt at acquiring the requested resource through the appropriate City Department or City Department Operation Center that manages the specific resource/contract
- In the event the department or DOC is unable to provide the requested resource, the IMT Logistics Section Coordinator submits a resource request through the EOC Logistics Section Coordinator
- When the department or DOC is able to provide the requested resource, the IMT Logistics Section Coordinator provides the EOC Logistics Section Coordinator an informational message apprising the EOC of the acquired resource
- The IMT Logistics Section Coordinator documents the resource acquired and provides resource tracking information to the Situation/Resources Unit Leader, to track the resource through the incident

Situational Information Coordination

Situational information is frequently applicable across all incidents to which the City is responding to during simultaneous activations. The sharing and coordination of information is essential to ensure the City is operating from a common operating picture. The use of multiple coordination centers requires more robust measures to ensure information is accessible and provided across all responders.

The PSPS IMT Planning Section Coordinator and Situation Unit Leader ensure coordinated situational information and intelligence by:

- Developing an Operational Period Situational Report and provide the report to the EOC Planning Section Coordinator and Situation Unit Leader
- Providing flash situational updates as necessary to the EOC Planning Section Coordinator and Situation Unit Leader to ensure timely updates of essential information
- Coordinating with DOC Situation Unit Leaders or Planning Section Coordinators to collect situation reports and status
- Coordinating with departments, DOCs, and field resources to collect situational information and provide incident updates

Public Information and Messaging

Power shutoff events demand effective information dissemination with the whole community in order to inform emergency protective measures, provide public guidance, notify the public of locations of community resource centers, and provide the public

other essential information. Public information demands will also be generated at the EOC during simultaneous activations requiring that dissemination of information is coordinated to ensure consistent and timely information is provided to the public.

The PSPS IMT Emergency Public Information Officer ensures coordinated and consistent messaging by:

- Collecting necessary situational information from PSPS field-response assets, CRCs, departments, DOCs, the EOC, and partner agencies
- Coordinating the monitoring of media messaging, rumors, and other information inputs with the EOC Public Information Officer
- Coordinating the dissemination of public information through the EOC Public Information Officer
- Ensuring the PSPS IMT Team Leader approves the messages prior to public release

Team Position Descriptions and Attributes

The following are brief job descriptions with desirable skill-set recommendations for IMT staff who support the management of power disruption events. The positions can be viewed in the organization charts in the final section of this document (Model Staffing Organization Charts).

IMT Team Leader

The IMT Team Leader has primary responsibilities and desired skill sets that include but are not limit to the following.

Desired Skill Set:

- Executive or senior manager level employee
- Having clear authority and knowledge of City of San José policy.
- Ability to provide a command presence
- Understanding of the Incident Command System
- Proven program/project management skills
- Puts safety first
- Proactive and decisive
- Calm and objective
- Quick thinking
- Effective communication skills
- Adaptable and flexible
- Maintain professionalism under stressful and confrontational situations
- Realistic about personal limitations

Primary Responsibilities:

- Establishes the incident management team and operational location
- Sets priorities and determines incident objectives and strategies to be followed
- Establishes the organizational structure needed to manage the incident
- Coordinates IMT activities with the EOC Leadership
- Approves the Emergency Action Plan (EAP)
- Coordinates with IMT Command and General Staff activities
- Approves resource requests and the use of volunteers and auxiliary personnel
- Ensures after-action reports are completed
- Authorizes all information release to the media and posted on social media
(During incidents with an activated EOC, ensure information is coordinated with the EOC PIO and the Joint Information Center (JIC))
- Orders and oversees demobilization as needed
- Ensures senior City leadership and EOC are informed and update on a regular basis

Emergency Public Information Officer

This coordinator's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Experience in Public Information Management
- Strong communication skills, both written and verbal
- Calm and objective
- Quick thinking
- Maintain professionalism under stressful and confrontational situations
- Has knowledge of current media forums and information delivery strategies.
- Skills and experience in monitoring media and rumors
- Knowledge of local media contacts and to develop relationships with media
- Ability to write executive-level communications for internal and external audiences
- Knowledge in public relations
- Ability to maintain confidentiality

Primary Responsibilities:

- Determine, according to direction from the IMT Team Leader, any limits on information release
- Develop accurate, accessible, and timely information for use in press/media briefings and social media platforms
- Obtain IMT Team Leader's approval of news releases
- Coordinate all media releases with the San José EOC and JIC
- Conduct periodic media briefings and update relevant social media platforms
- Arrange for tours, interviews, or briefings as required
- Monitor and forward media information to IMT positions and JIC that may be useful to incident planning
- Maintain current information, summaries, and/or displays on the incident
- Make information about the incident available to incident personnel
- Participate in planning meetings

Liaison Officer

The Liaison Officer's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Strong interpersonal skills
- Strong communication skills
- Strong conflict resolution abilities
- Strong understanding of the role of the Mayor and City Council, and ability to communicate with elected officials.
- Ability to work with City and external agencies, including government, private, and NGOs
- Maintain professionalism under stressful and confrontational situations
- Ability to maintain confidentiality
- Ability to work collaboratively with diverse work groups

Primary Responsibilities:

- In coordination with the Council Liaison in the EOC, provide the Mayor and City Council with up-to-date, relevant information and operational status
- Act as a point of contact for agency representatives.
- Keep the IMT Team Leader briefed on partner agency activities/needs
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential interorganizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.
- Establishes a working relationship with the Liaison Officer in an activated EOC

Liaison Officer to Operational Area EOC

The Liaison Officer's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Strong interpersonal skills
- Strong communication skills
- Strong conflict resolution abilities
- Ability to work with City and external agencies, including government, private, and NGOs
- Maintain professionalism under stressful and confrontational situations
- Ability to maintain confidentiality
- Ability to work collaboratively with diverse work groups

Primary Responsibilities:

- Act as the IMT Liaison between the County EOC and the PSPS IMT
- Act as a point of contact for agency representatives
- Keep the IMT Team Leader briefed on partner agency activities/needs
- Maintain a list of assisting and cooperating agencies and agency representatives
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential interorganizational problems
- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources
- Establishes a working relationship with the County EOC

Liaison Officer to PG&E

The Liaison Officer's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Strong interpersonal skills
- Strong communication skills
- Strong conflict resolution abilities
- Strong understanding of the relationship between the City of San José and PG&E
- Ability to work with City and external agencies, including government, private, and NGOs
- Maintain professionalism under stressful and confrontational situations
- Ability to maintain confidentiality
- Ability to work collaboratively with diverse work groups

Primary Responsibilities:

- Act as the IMT Liaison between PG&E and the PSPS IMT
- Act as a point of contact for agency representatives
- Keep the IMT Team Leader briefed on partner agency activities/needs
- Maintain a list of assisting and cooperating agencies and agency representatives
- Assist in setting up and coordinating interagency contacts
- Monitor incident operations to identify current or potential interorganizational problems
- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources
- Establishes a working relationship with PG&E and their EOC

Access and Functional Needs (AFN) Advisor

The AFN Advisor primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Strong understanding of whole-community dynamics
- Strong understanding of the diverse populations served by the City
- Knowledge of the American Disabilities Act
- Knowledge of US DOJ ADA Guidance, including the ADA Best Practices Tool Kit for State and Local Governments
- Knowledge of state legislation including AB477 and SB160
- Knowledge of San José's commitment to Compassion in Action
- Experience in a leadership role providing advocacy and community inclusion and engagement
- Experience in providing support to individuals with disabilities, other functional needs, and support to diverse cultures.
- Understand the issues faced by the AFN community from past disasters

Primary Responsibilities:

- Supports and assists incident management on issues related to people with disabilities and AFN
- Supports and assists incident management in issues related to diverse cultures and equal access to services
- Advises incident management on physical access, effective communication access, and programmatic access
- Coordinates with AFN subject matter experts and community representatives and advocates to improve equal access and reasonable modifications
- Assists incident responders in identifying accessible resources and services
- Ensures facilities used for response and recovery activities meet all accessibility requirements
- Monitors for community needs and response gaps in service to whole community populations
- Participates in the planning meeting

Operations Section Coordinator

The Operations Section Coordinator's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Middle management level experience or higher
- Ability to multi-task diverse activities
- Strong decisive leadership skills
- Works well under stress
- Strong interpersonal skills
- Strong communication skills
- Strong conflict resolution abilities
- Maintain professionalism under stressful and confrontational situations
- Calm and objective
- Quick thinking

Primary Responsibilities:

- Assure safety of tactical operations
- Manage tactical operations
- Develop the operations portion of the EAP
- Supervise execution of operations portions of the EAP
- Request additional resources to support tactical operations
- Approve release of resources from active operational assignments
- Make or approve expedient changes to the EAP
- Maintain close contact with IMT Team Leader, subordinate Operations personnel, Section Coordinators, and other agencies involved in the incident
- Coordinate with the EOC Operations Section as needed
- Participates in the planning meeting
- Implements the responsibilities of assigned Branches when not specifically staffed

Community Outreach Branch Director

The Community Outreach Branch Director's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Strong time management skills
- Works well under stressful deadlines
- Organized
- Strong administrative skills
- Ability to work with City and external agencies including government, private sector, and NGOs

Primary Responsibilities:

- Work with the AFN Advisor to establish an outreach plan to notify AFN residence of the PSPS event, including telephonic and in-person notifications
- Develop outreach strategies to provide broad campaign to reach a diverse community
- Identify and assign staff as needed to work in the field to accomplish incident objectives
- Coordinate outreach activities with City EOC as needed
- Coordinate outreach activities with County EOC as needed
- Work with the IMT Liaison officer and Public Information Officer to identify unreached community members
- Track and collect all incident related documents pertinent to community outreach
- Participates in the planning meeting

Community Resource Center (CRC) Branch Director

The CRC Branch Director's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Strong time management skills
- Works well under stressful deadlines
- Organizational skills
- Strong administrative skills
- Ability to work with City and external agencies including government, private, and NGOs
- Management experience in emergency sheltering, cooling center, evacuation center, or event/conference operations helpful

Primary Responsibilities:

- Establish Community Resource Centers (CRCs) as needed to support incident objectives
 - Recommend CRC location
 - Staffing needs
 - Logistical needs
 - Security needs
- Coordinate with IMT and EOC Public Works Branch and Logistics Section as needed
- Coordinate with PG&E on CRC-related issues and needs
- Establish effective communication and coordination links with the EOC's Mass Care Branch
- Maintain all CRC-related documentation for the incident
- Participate in the planning meeting
- Coordinate demobilization of CRCs as needed

Law Enforcement Branch Director

The Law Enforcement Branch Director's primary responsibilities and desired skill sets include but are not limited to:

Desired Skill Set:

- Line supervisor or above (i.e., Sgt., Lt., or Capt.)
- Ability to identify problems and recommend solutions
- Ability to identify, assess, and coordinate situational information
- Strong communication skills
- Strong general knowledge of the City

Primary Responsibilities:

- Establish a strong, working communication link, back into the City EOC Law Branch
- Support the IMT Operations Section Coordinator with any Law Enforcement needs and request
- Provide liaison activities for the PSPS incident with all Law Enforcement agencies internally and externally
- Maintain any law enforcement related incident documents
- Provide security personnel to incident related facilities, such as CRCs, as needed

Fire Branch Director

The Fire Branch Director's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Line Supervisor or Above (i.e., Company Officer or Battalion Chief)
- Ability to identify problems and recommend solutions
- Ability to identify, assess, and coordinate situational information
- Assessment of urban wildland interface threats
- Strong communication skills
- Strong general knowledge of the City

Primary Responsibilities:

- Establish effective communication and coordination links with the City's EOC Fire Branch
- Support the IMT Operations Section Coordinator with any Fire Department or related needs and requests
- Provide liaison activities for the PSPS incident with all fire agencies internally and externally
- Maintain related incident documents

Public Works Branch Director

The Public Works Branch Director's primary responsibilities and desired skill sets include but are not limited to:

Desired Skill Set:

- Mid-level manager or above
- Strong working knowledge of the Public Works Department
- Ability to work along cross departmental lines effectively
- Strong communication skills
- Strong general knowledge of the City

Primary Responsibilities:

- Establish effective communication and coordination links with the EOC's Operations Section
- Coordinate all incident-driven public works requests with the EOC Public Works Branch
- Coordinate supply and equipment request with the IMT Logistics Section Coordinator
- Coordinate with the EOC Transportation Branch as needed for incident traffic related needs
- Coordinate with the Department of Transportation DOC for power related impacts to traffic management
- Coordinate with the Environmental Services Department DOC for power related impacts to water delivery
- Coordinate any requests for temporary power needs
- Coordinate any requests for generator fuel with logistics and the EOC Public Works Branch
- Establish communication and coordinate with water/wastewater agencies to facilitate any incident related needs
- Support CRCs as needed
- Participate in the planning meeting
- Coordinate with the EOC Public Works Branch regarding any infrastructure issues and facilitate a resolution for those issues such as traffic lights and water pumps

Planning Section Coordinator

The Planning Section Coordinator's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Supervisor or management experience
- Strong leader
- Strong time management skills
- Works well under stressful deadlines
- Organized
- Strong facilitator (meetings and briefings)

Primary Responsibilities:

- Manage the Planning Section
- Prepare and facilitate the production of an Emergency Action Plan (EAP)
- Provide incident situational updates and reports.
- Provide incident maps
- Provide incident resource tracking
- Facilitate all official incident meetings
- Assemble/collect and organize all incident-related documents
- Coordinate and communicate with the Planning Section in the EOC as needed
- Facilitate and plan for the demobilization of incident assigned staff
- Implements the responsibilities of assigned Branches when not specifically staffed

Situation Unit Leader

The Situation Unit leader's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Strong time-management skills
- Ability to manage and interpret multiple types of information
- Works well under stressful deadlines
- Organizational skills
- Strong administrative skills

Primary Responsibilities:

- Provide incident resource tracking
- Provide incident maps
- Establish a strong, working communication link, back into the EOC's Situation Unit.
- Prepare and facilitate the production of an Emergency Action Plan (EAP)
- Provide incident situational updates and reports.
- Provide incident maps
- Provide incident resource tracking
- Assemble/collect and organize all incident related documents
- Act as a Scribe/note taker during incident related meetings and briefings
- Manage the GIS Unit

GIS Unit Leader

The GIS Unit leader's primary responsibilities and desired skill sets include but are not limited to the following.

Desired Skill Set:

- Knowledge of principles and practices of GIS
- Knowledge of design techniques and tools to produce maps, graphics, and models
- Ability to perform computer programming, data analysis, or software development for GIS related applications
- Experience using GIS applications, databases, and metadata
- Access to City GIS datasets and applications
- Completion of training and education to adequately perform the roles of a GIS Specialist in the City of San José

Primary Responsibilities:

- Establish a strong communication link with PG&E and portal data
- Performs geographic based data input
- Provide geospatial data to support decision making needs
- Provide regular updates
- Participates in team briefings and after action reports
- Defines, implements, and maintains a regular archival process
- Performs data management tasks, data storage, and resolution of data discrepancies among stakeholder provided data
- Performs geocoding, georeferencing, spatial analysis, cartography, data creation/editing
- Provide written documentation, digital data, and other geospatial products developed during the incident
- Assists in producing incident support products by completing digital analysis
- Develops, updates, and maintains metadata
- Coordinates with the Situation Unit Leader in the preparation of map products and geographic analysis by collecting and interpreting current information
- Produces and updates digital maps within guidance and timeframes established by team leadership and using SEMS/NIMS concepts and map symbology

Logistics Section Coordinator

The Logistics Section Coordinator's primary responsibilities and desired skill sets include but are not limited to:

Desired Skill Set:

- Mid-level manager of above
- Strong working knowledge of City resources available to support PSPS operations
- Understand the City's procurement processes.
- Ability to work along cross-departmental lines effectively
- Strong communication skills
- Supply, logistics, and departmental purchasing background would be helpful

Primary Responsibilities:

- Manages and coordinates all incident-related logistics activities
- Establishes effective communication and coordination links with the EOC's Logistic Section
- Monitors, tracks, and allocates facilities to support incident operations
- Identifies and provides transportation resources for AFN populations, coordinates transportation with CRC Coordinator and AFN advisor
- Supports incident with communications equipment and personnel
- Identifies and secures supplies to support incident operations
- Provides equipment maintenance and fueling
- Provides food services (for IMT Staff)
- Provide logistical input to the EAP
- Identifies anticipated and known incident service and support requirements
- Requests additional resources as needed
- Maintains all logistical incident related documents
- Oversees demobilization of the Logistics Section and associated resources
- Implements the responsibilities of assigned Branches when not specifically staffed

Incident Management Team Staffing Options

Option 1	All team staffing is identified from current, active City employees.
Option 2	All team staffing is identified from a combination of current active employees and from qualified individuals from the City’s “Retiree-Rehire” program. To identify potential qualified retirees, the Office of Emergency Management needs to coordinate with HR and the various departments throughout the City.
Option 3	All team staffing is identified from a combination of current, active City employees, qualified individuals from the City’s “Retiree-Rehire” program, and up to six positions to be filled by contracted staff augmentation. The City needs to develop an RFP for a staffing augmentation contract to utilize this option.

Staffing Model Option 1

All team position staffing is identified and selected from current, active City employees. The following provides staffing sources and requirements.

Essential Team Positions

- IMT Team Leader (one person to staff + one back up)
- Emergency Public Information Officer (one person to staff + one back up)
- Liaison Officer (one to persons to Staff + one back up)
 - Liaison staff member to the Operational Area (OA) Emergency Operations Center (Santa Clara County) (one person to staff + one back up)
 - Liaison staff member to the PG&E Emergency Operations Center (one person to staff + one back up)
- Access and Functional Needs Advisor could be filled by a cooperating agency, NGO by contract, mutual aid, or volunteer (one person to staff + one back up)
- Operations Section Coordinator (one person to staff + one back up)
 - Community Outreach Branch Director (one person to staff + one back up)
 - Community Resource Center (CRC) Branch Director (one person to staff + one back up)
 - Law Enforcement Branch Director (one person to staff + one back up)
 - Fire Branch Director (one person to staff + one back up)
 - Public Works Branch Director (one to two persons to staff + one back)
 - Temporary Power/Generators Unit Leader (one person to staff + one back up)
- Planning Section Coordinator (one person to staff + one back up)
 - Situation Unit Leader (one person to staff + one back up)
 - GIS Unit Leader (one person to staff + one back up)
- Logistics Section Coordinator (one person to staff + one back up)

Staffing Model Option 2

All team position staffing is identified from a combination of current active employees and from qualified individuals from the City's "Retiree-Rehire" program.

Essential Team Positions

- IMT Team Leader (one person to staff + one back up)
- Emergency Public Information Officer (one person to staff + one back up)
- Liaison Officer (one to persons to staff + one back-up)
 - Liaison staff member to the Operational Area (OA) Emergency Operations Center (Santa Clara County) as needed. (one person to staff + one back up) [This is a possible Retiree-Rehire position.]
 - Liaison staff member to the PG&E Emergency Operations Center as needed. (one person to staff + one back up) [Potential Retiree-Rehire position.]
- Access and Functional Needs Advisor: this could be filled by a cooperating agency or NGO by mutual aid, or volunteer (one person to Staff + one back up). [This is a possible Retiree-Rehire position.]
- Operations Section Coordinator (one person to Staff + one back up)
 - Community Outreach Branch Director (one person to staff + one back up) [This is a possible Retiree-Rehire position.]
 - Community Resource Center Branch Director (CRC) (one person to staff + one back up) [This is a possible Retiree-Rehire position.]
 - Law Enforcement Branch Director (one person to staff + one back up)
 - Fire Department Branch Director (one person to staff + one back up)
 - Public Works Branch Director (one person to staff + one Back-up) [This is a possible Retiree-Rehire position.]
 - Temporary Power/Generators Unit Leader (one person to staff + one back up) [This is a possible Retiree-Rehire position.]
- Planning Section Coordinator (one person to staff + one back up)
 - Situation Unit Leader (one person to staff + one back up)
 - GIS Unit Leader (one person to staff + one back up)
- Logistics Section Coordinator (one person to staff + one back up.) [This is a possible Retiree-Rehire position.]

Staffing Model Option 3

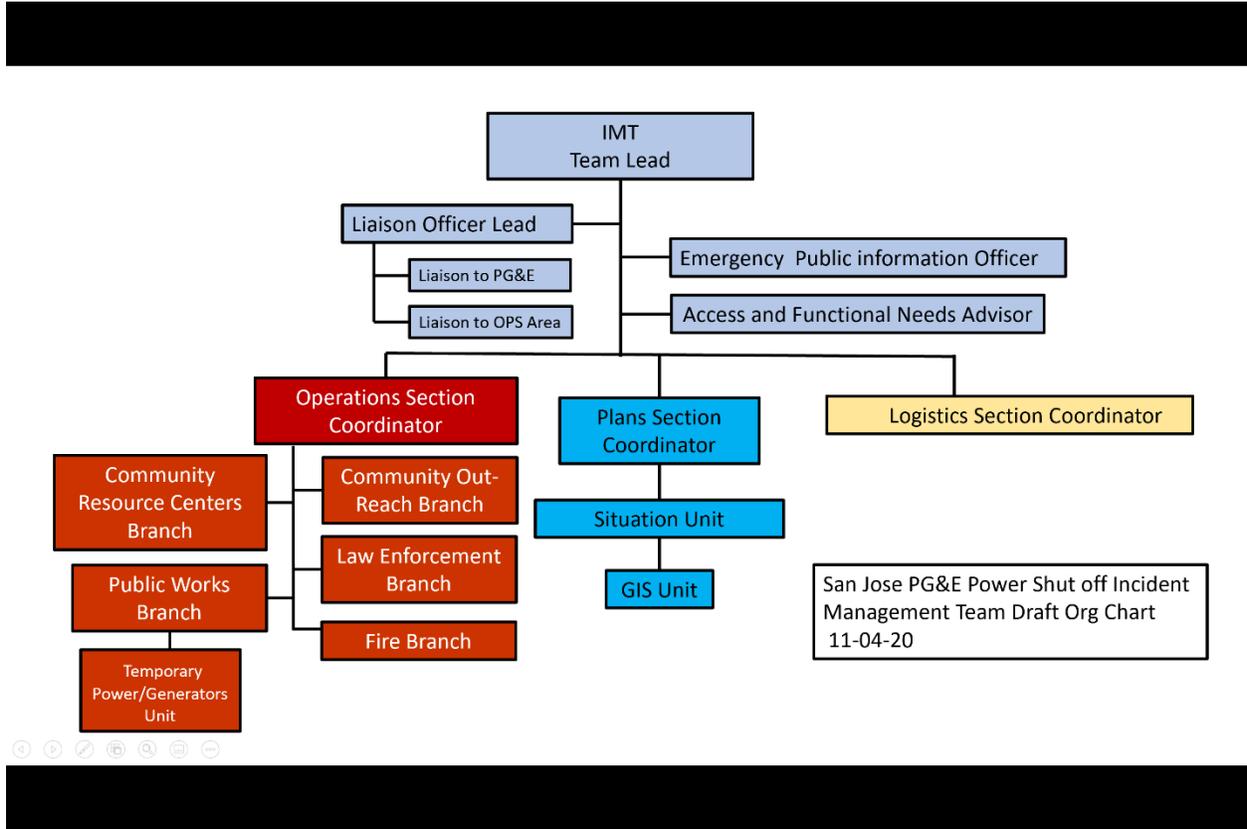
All team position staffing is identified from a combination of current, active City employees, qualified individuals from the City's "Retiree-Rehire" program, and up to 6 positions to be filled by contracted staff augmentation.

Essential Team Positions

- IMT Team Leader (one person to Staff + one back up)
- Emergency Public Information Officer (one person to staff + one back up)
- Liaison Officer (one person to staff as needed)
 - Liaison staff member to the Operational Area (OA) Emergency Operations Center (Santa Clara County) as needed. (one person to staff + one back up) [This is a possible Retiree-Rehire or contracted position.]
 - Liaison staff member to the PG&E Emergency Operations Center as needed. (one person to staff + one back up) [This is a possible Retiree-Rehire or contracted position.]
- Access and Functional Needs Advisor: this could be filled by a cooperating agency or NGO by contract, mutual aid, or volunteer (one person to staff + one back up) [This is a possible Retiree-Rehire or contracted position.]
- Operations Section Coordinator (one person to staff + one back up)
 - Community Outreach Branch Director (one person to staff + one back up) [This is a possible Retiree-Rehire or contracted position.]
 - Community Resource Center (CRC) Branch Director (one person to staff + one back up) [This is a possible Retiree-Rehire position.]
 - Law Enforcement Branch Director (one person to staff + one back up)
 - Fire Branch Director (one person to staff + one back up)
 - Public Works Branch Director (one person to staff) [This is a possible Retiree-Rehire position.]
 - Temporary Power/Generators Unit Leader (one person to staff + one back up) [This is a possible Retiree-rehire position.]
- Planning Section Coordinator (one person to staff + one back up) [This is a possible Retiree-Rehire or contracted position.]
 - Situation Unit (one person to staff + one back up) [This is a possible Retiree-Rehire or contracted position.]
 - GIS Unit Leader (one person to staff + one back up) [This is a possible Retiree-Rehire or contracted position.]
- Logistics Section Coordinator (one person to staff as needed + one back up) [This is a possible Retiree-Rehire]

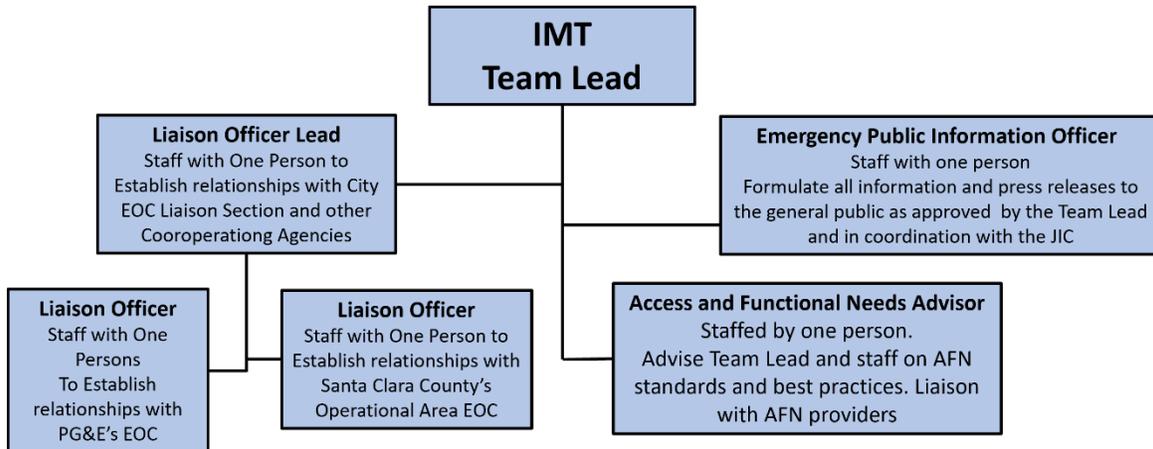
Model Staffing Organization Charts

San José PG&E Public Safety Power Shut-off Purposed IMT Organizational Charts



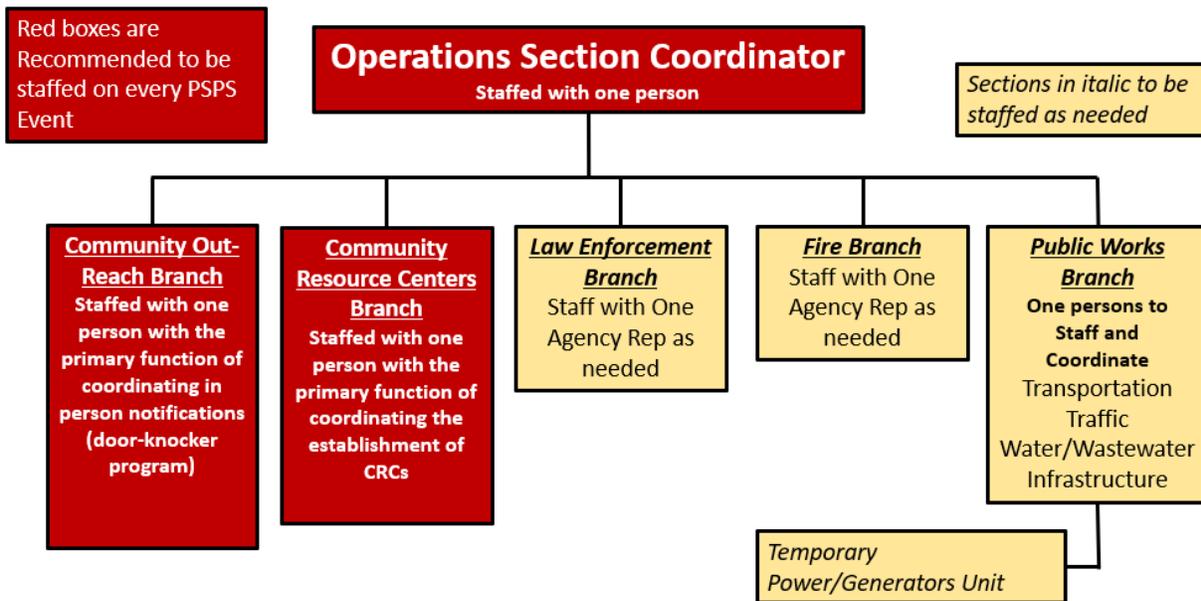
Slide 1 - PSPS IMT Command and General Staff

Command Staff



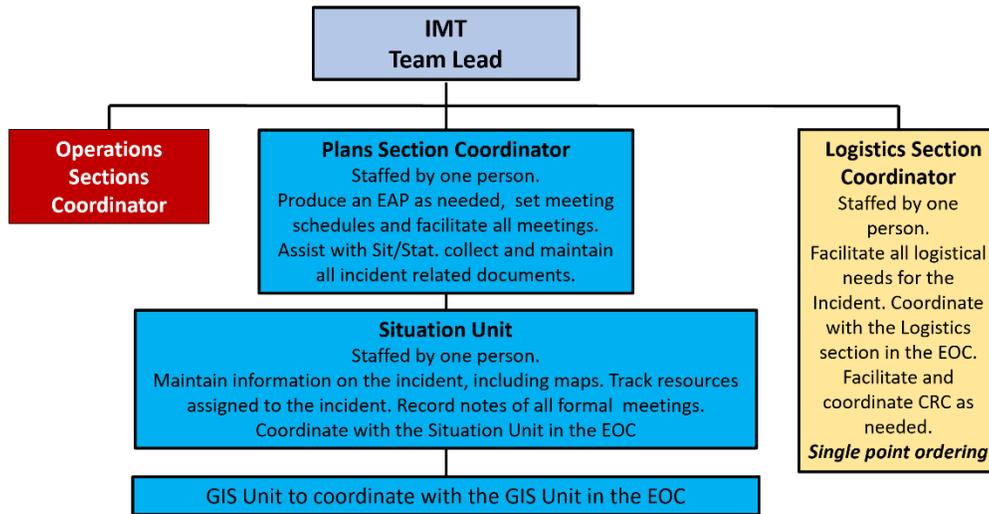
Slide 2 - Command Staff

Operations Section Details



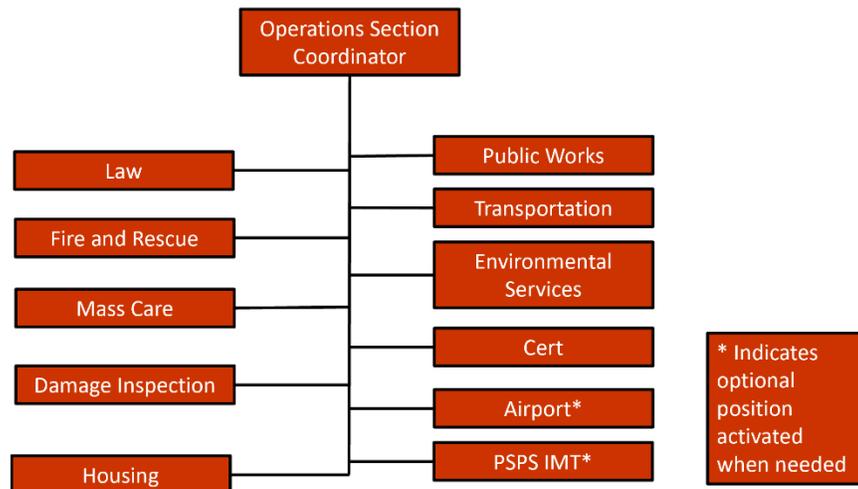
Slide 3 - Operation Section

General Staff



Slide 4 - Planning and Logistics Section

San Jose Operations Section EOC Org. Chart with PSPS added as a Branch.



Slide 5 - San José's EOC Operations Section with PSPS added as a Branch

Adhering to the ICS principles of scalability and modular expansion/contraction, the PSPS IMT can be utilized as a stand-alone management team coordinating with the EOC and DOC(s) or as a branch within the EOC Operations Section. The PSPS IMT can be activated and placed in the EOC Operation Branch during a non-PSPS event to assist with managing a large-scale disaster. This would allow for immediate staffing augmentation with trained personnel directedly into the EOC.

Attachment 1 – Support Resources for PSPS IMT Staffing

Option 1 - All positions filled with current City staff		
Position	Recommended Department or Source for Staffing	Other Possible Staffing Sources
IMT Team Leader	Community Energy Department	Community Energy Department
Emergency Public Information Officer	Communications office	City Departments PIOs
Liaison Officer	City Manager's office	Office of Economic Development
Liaison to PG&E	Community Energy Department	Public Works Department
Liaison to Operational Area (Santa Clara Co.)	OEM	Community Energy Department
Access and Functional Needs Advisor	Recommend City hires full time AFN advisor who could fill this position during PSPS	Contracted provider
Planning Section Coordinator	OEM	OEM
Situation Unit Leader	Public Works GIS Department	Administrative Analyst from any department
GIS Unit Leader	Public Works GIS Department	Public Works Department
Operations Section Coordinator	Community Energy Department	Fire Department/Public Works/Planning Department
Community Outreach Branch Director	Parks, Recreation, and Neighborhood Services (PRNS)	SJ City Library Staff
Community Resource Center Branch Director	Parks, Recreation, and Neighborhood Services (PRNS)	SJ City Library Staff
Law Enforcement Branch Director	SJ Police Department	SJ Police Department
Fire Branch Director	SJ Fire Department	SJ Fire Department
Public Works Branch Director	Public Works Department	Public Works Department
Logistics Section Coordinator	Public Works Department	Public Works Department

Option 2 - All positions filled with combination of City staff and Retirees		
Position	Recommended Department or Source for Staffing	Other Possible Staffing Sources
IMT Team Leader	Community Energy Department	Community Energy Department
Emergency Public Information Officer	Communications office	City Departments PIOs
Liaison Officer	City Manager's office	Office of Economic Development
Liaison to PG&E	Community Energy Department	Retiree
Liaison to Operational Area	OEM	Retiree
Access and Functional Needs Advisor	Recommend City hires full time AFN advisor who could fill this position	Contracted provider
Planning Section Coordinator	OEM	OEM
Situation Unit Leader	Public Works GIS Department	Administrative Analyst from any department or a Retiree
GIS Unit Leader	Public Works GIS Department	Retiree
Operations Section Coordinator	Community Energy Department	Fire Department/Public Works/Planning Department
Community Outreach Branch Director	Parks, Recreation, and Neighborhood Services (PRNS) / SJ City Library Staff	Retiree
Community Resource Center Branch Director	Parks, Recreation, and Neighborhood Services (PRNS) / SJ City Library Staff	Retiree
Law Enforcement Branch Director	SJ Police Department	SJ Police Department
Fire Branch Director	SJ Fire Department	SJ Fire Department
Public Works Branch Director	Public Works Department	Retiree
Logistics Section Coordinator	Public Works Department	Retiree

Option 3 - All positions filled with combination of current City staff, Retirees, and Contracted staff		
Position	Recommended Department or Source for Staffing	Other Possible Staffing Sources
IMT Team Leader	Community Energy Department	Community Energy Department
Emergency Public Information Officer	Communications office	City Departments PIOs
Liaison Officer	City Manager's office	Office of Economic Development
Liaison to PG&E	Community Energy Department	Retiree or Contracted
Liaison to Operational Area (Santa Clara Co.)	OEM	Retiree or Contracted
Access and Functional Needs Advisor	Recommend City hires full time AFN advisor who to fill position	Contracted provider
Planning Section Coordinator	OEM	OEM Or Contracted
Situation Unit Leader	Public Works GIS Department	Administrative Analyst from any department, Retiree Or Contracted
GIS Unit Leader	Public Works GIS Department	Retiree or Contracted
Operations Section Coordinator	Community Energy Department	Fire Department/Public Works/Planning Dept
Community Outreach Branch Director	Parks, Recreation, and Neighborhood Services (PRNS) / SJ Library Staff	Retiree or Contracted
Community Resource Center Branch Director	Parks, Recreation, and Neighborhood Services (PRNS) / SJ City Library Staff	Retiree or Parks, Recreation, and Neighborhood Services (PRNS)
Law Enforcement Branch Director	SJ Police Department	SJ Police Department
Fire Branch Director	SJ Fire Department	SJ Fire Department
Public Works Branch Director	Public Works Department	Retiree
Logistics Section Coordinator	Public Works Department	Retiree

Additional IMT Support Staff Resourcing Recommendations

As the City continues to face a range of threats, the EOC should have the full suite of capabilities needed to respond. Staffing long-duration or simultaneous activations places tremendous demands on incident-response staff. A comprehensive suite of

solutions needs to be utilized to ensure a continuity of trained and capable staff to manage these incidents. These solutions should leverage the value realized from existing under-utilized City staff in roles not normally deployed to support emergency incidents and the use of augmented staffing services.

The following recommendations and concepts provided within this white paper serve to develop a framework for the use and resourcing of personnel for the IMT responding to power shutoff events.

This same framework additionally provides the basis for developing broader strategies and procedures to further enhance the staffing compliments supporting the EOC and other coordination centers within the City.

We recommend the City Administration consider the following:

1. Review and update current procedures to ensure that City employees have a full understanding of the “Disaster Service Workers” (DSW) requirement, including providing all employees with supplemental information at least twice per year on the importance of the DSW function. Establish policies supporting the extension of DSW training to employees citywide, in order to best ensure a broad pool of personnel resources.
2. Increase the number of City staff trained to ICS 100 and IS 700 levels of FEMA incident management training. This adds greater trained staff capacity while also serves to meet NIMS compliance standards.
3. Review and update current procedures to involve and train additional staff from all City departments, in order to spread the emergency response burden for staffing the EOC during an event more broadly across the City organization/workforce. This further enhances organizational continuity and allows a new pool of employees the opportunity to be trained in emergency management.
4. In an effort to increase the available pool of existing resources, the City Administration should request that each City department on an annual basis identify/confirm three to five individuals from the Senior Analyst classification and above to be trained and prepared to perform assigned duties in the EOC. At the outset of this departmental outreach effort, the request should go to departments that historically have not participated in disaster response in the EOC. City departments should survey their employees to initially identify individuals who are interested and willing to be part of this staff training and augmentation effort. This pool of trained staff would also be able to serve in roles in DOCs and the IMT, which would add greater depth of staffing and serve to ensure critical positions

are not left unfilled in events that may pose threats to personnel's ability to report to duty.

With a workforce of over 6,000 employees, the City is in a good position to provide the necessary resources from throughout the organization to properly staff the EOC and the IMT with trained and qualified professionals during incidents. However, the City should evaluate the development of a staff back-up pool plan to identify, recruit, and train City retirees, thus adding another layer of potential recruits with specialized skills to support an event. This solution provides a critical pool of augmented staff who are already knowledgeable of the City organization and culture.