



Risk Assessment and Mitigation Phase Cross-Functional Factor

(SCG-CFF-3)

**Emergency Preparedness and
Response and Pandemic**

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CROSS-FUNCTIONAL FACTOR: EMERGENCY PREPAREDNESS AND RESPONSE AND PANDEMIC

I. INTRODUCTION

This Emergency Preparedness and Response (EP&R) and Pandemic Cross-Functional Factor (CFF) Chapter describes how EP&R activities impact the risks described in SoCalGas's Risk Assessment Mitigation Phase (RAMP) Chapters and also describes the activities initiated in 2020 in response to the COVID-19 pandemic.

SoCalGas is presenting CFF information in this RAMP Report to provide the Commission and parties additional information regarding the risks and mitigations described in its RAMP Chapters. CFFs are not in and of themselves RAMP risks. Rather, CFFs are drivers, triggers, activities or programs that may impact multiple RAMP risks. CFFs are also generally foundational in nature. Therefore, SoCalGas's CFF presentation differs from that of its RAMP risk chapters (*e.g.*, no risk spend efficiency calculations or alternatives are provided).

As described below, EP&R is an enterprise-wide framework that provides a standardized approach for managing risk and safety across assets and activities. The EP&R CFF therefore spans multiple lines of business and helps to mitigate several RAMP risks in this Report. Also described below are the temporary and permanent activities SoCalGas implemented in 2020 to address safety and health related issues associated with the current COVID-19 pandemic and potential future pandemics.

II. OVERVIEW

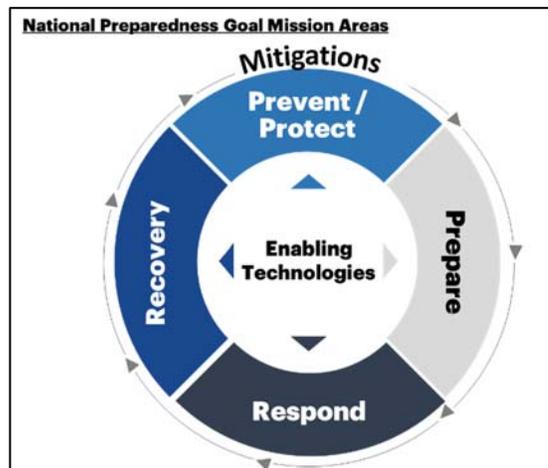
A. Emergency Preparedness and Response

SoCalGas takes enormous pride in understanding and applying Emergency Preparedness concepts and capabilities to enable a safe work environment and reduce the likelihood and impacts from major events and disruptions. At its core, EP&R creates the foundation to prepare, respond, and recover from All-Hazards.¹ SoCalGas has policies and procedures to promote effective emergency incident management and response and address emergency and crisis situations. This includes employees who are trained and equipped to respond promptly to protect

¹ The term All-Hazards is defined by the Federal Emergency Management Agency (FEMA) as "Natural, technological, or human-caused incidents that warrant action to protect life, property, environment, and public health or safety, and to minimize disruptions."
<https://www.fema.gov/pdf/plan/slg101.pdf>

people first and then property, maintain system reliability, and safely restore the affected system and Company operations to normal status.

Terminology. SoCalGas’s approach to EP&R is rooted in national standards and related guidance materials from FEMA, the Pipeline and Hazardous Materials Safety Administration, the American Gas Association, the California Office of Emergency Services (OES), and state regulators, including the California Public Utilities Commission. As the industry continues to evolve and mature, a more holistic approach around resilience to risks and emergencies has emerged as a strategic way to align and integrate related activities across emergency preparedness and response, and cyber and physical security. SoCalGas is exploring a similar maturation from emergency management towards resiliency, however, for the sake of consistency this chapter will use the term *Emergency Preparedness and Response*. We also recognize that the success of the programs and projects are a shared responsibility and require a collaborative approach across multiple organizations.



A structured approach. In September 2015, FEMA published the second edition of the National Preparedness Goal. This document defines what it means for the whole community to be prepared for all types of disasters and emergencies, and highlights that preparedness is a shared responsibility, beginning with individuals, private and non-profit sectors, faith-based organizations, and all levels of government. The better prepared SoCalGas is, the better SoCalGas can reduce and/or mitigate the impacts, costs, and recovery times following a disaster. SoCalGas recognizes it is an integral part of the community across Southern California, and its commitment to preparedness directly contributes to overall safety, resilience, and risk reduction of its employees, contractors, customers, infrastructure and surrounding communities.

The projects and programs outlined in this chapter align with the five mission areas of the National Preparedness Goal. An additional project is discussed that focuses on the enabling technologies related to the EP&R CFFs.

The Emergency Management (EM) Department. SoCalGas's EM department coordinates safe, effective, and risk-based emergency management activities to prepare for, respond to, and recover from all threats and hazards. The EM department sustains preparedness through training, Business Continuity Plans, Emergency Action and Fire Prevention Plans, First Responder Outreach, exercises and drills, and technology.

The EM department sits within the Safety Management System organization, reporting to the EM Director. Within the department, there is a manager who oversees three sections: Emergency Operations Center (EOC), Stakeholder Engagement Exercises and Drills, and Training, Compliance and Documentation. Each section is led by a Team Lead and performs a variety of functions to help achieve EM's goal of effectively planning, preparing, and responding to incidents.

Outside of the department, SoCalGas utilizes an organizational structure that integrates EP&R into its operations. Employees are trained and equipped to make prompt responses, to direct their actions toward safely protecting people first and then property, to maintain gas services to customers when safe to do so; and, following an emergency or disaster, to safely restore services and operations to normal. This cross-coordination and alignment of roles and responsibilities is designed to help mitigate cross functional risks by promoting accountability across the enterprise.

B. Pandemic

SoCalGas has taken an all-hazards approach with EM, and the significance and impacts associated with the COVID-19 pandemic warrant specific attention to acknowledge the relationship to Emergency Preparedness. This Chapter provides a brief overview of the actions taken to directly reduce the risks associated with COVID-19. The activities identified will apply to future public-health risks based on the lessons learned from COVID-19.

Response to COVID-19. SoCalGas monitored county, state, and federal guidance to align all activities with leading industry and science-based information. As new information became available, it was critical for SoCalGas to modify and create mitigation strategies, internal policies, and workforce engagement efforts to remain compliant with the local, state, and federal

guidelines. In addition to monitoring official guidance, SoCalGas began and continues to monitor seven-day averages, ICU bed availability in local hospitals, and local COVID-19 infection rates to understand local and regional risks. These indicators help inform decisions to extend work-from-home requirements, in order to prevent the risk of additional spread to the workforce and the public.

During the onset of the COVID-19 pandemic, several infectious disease medical experts were engaged in an advisory capacity to discuss strategies and workforce concerns. New work-from-home policies were established, including resources for reimbursement for home office equipment and supplies, and remote work stipends to enable remote work wherever feasible. SoCalGas focused on increasing the access and use of virtual conferencing technologies, cloud-based filesharing, and remote access to secure internal systems and databases. SoCalGas implemented proactive health screening efforts to reduce the risk of transmission of COVID-19, such as Center for Disease Control (CDC) recommended COVID-19 screening questions amongst employees, and the addition of temperature screenings and health question surveys at critical locations. Additionally, SoCalGas developed and implemented the Self-Screening Application for Employees (SAFE) which allows employees and onboarded contractors the ability to provide responses to the CDC-provided COVID-19 self-screening questions prior to coming into the workplace. Within each of SoCalGas's staffed facilities, state and federal guidelines were used to design programs for reducing workplace risks associated with facility usage, including upgrading or changing Heating, Ventilation, and Air Cooling Systems (HVAC) filtration systems, rearranging workstations within six feet of one another, increasing frequency and intensity of cleaning and sanitation protocols, enforcing unidirectional traffic wherever possible, as well as limiting access to communal areas to reinforce physical distancing requirements. SoCalGas engaged employees to provide supplies of, and training with appropriate use of Personal Protective Equipment (PPE), and increased the availability of hand-washing stations and sanitizing solutions across its facilities. Contact tracing processes were also established to identify and notify employees who may have been in close contact to a suspected or confirmed case while in the workplace. These notifications, along with the mandatory self-quarantine that follow, reduce the risk of further transmission across the workforce and general public. SoCalGas's comprehensive approach to pandemic risks, along with proactive planning, communication, and execution continue to prevent the risk of further transmission of the virus.

SoCalGas will continue to monitor the COVID-19 situation, and continue to adjust strategies, workforce communication, and other policies and procedures to align with industry-leading practices and mandated activities. Also, SoCalGas established a cross-functional return to workplace team with representatives from Enterprise Risk Management, Human Resources, Legal, Facilities & Fleet, Communications, Emergency Management, and others to align and coordinate activities and employee engagement.

III. ASSOCIATED RISK EVENTS

A. Emergency Preparedness and Response

EP&R is a CFF affecting all seven of SoCalGas's 2021 RAMP Risks: Incident Related to the Medium Pressure System (Excluding Dig-in), Incident Related to the High Pressure System (Excluding Dig-in), Incident Related to Storage (Excluding Dig-in), Excavation Damage (Dig-In) on Gas System, Incident Involving an Employee, Incident Involving a Contractor, and Cybersecurity. Operational disruptions have the potential to adversely affect the health and safety of the workforce or the general public, may negatively impact operations, and/or Company assets. SoCalGas's ability to reduce the impact or likelihood of occurrence of events is achieved through implementing a comprehensive set of capabilities using EP&R programs and projects that align with the National Preparedness Goal. SoCalGas has two levels of emergency management support:

- Field response for isolated local emergencies or incidents (*e.g.*, dig-ins) managed with district/area resources.
- Regional EOCs that support larger emergencies and significant events (*e.g.*, earthquakes, mudslides, wildfires) that may involve a large number of customers across regions or an event that may require the coordination and communication with multiple internal and/or external organizations (*e.g.*, fire, police, etc.), including mutual assistance.

B. Pandemic

SoCalGas implemented various policies and programs to address health and safety concerns of the Company's employees and customers associated with the COVID-19 pandemic while continuing to provide safe and reliable energy services. These measures provided continued safe working environments for SoCalGas's office and field employees and have been modified, as appropriate, based on federal and state guidelines as well as feedback from

employees, management, and union representation. The level and duration of these programs and activities will be adjusted to align with the level of risk.

IV. 2020 PROJECTS AND PROGRAMS

EM programs and/or projects are segmented below to align with the five areas of the FEMA's National Preparedness Goal: Prevention, Protection, Preparedness, Response, and Recover. There is one additional program, "enabling technology," which supports all aspects of EP&R.

A. EP&R: Prevent & Protect

Prevent & Protect factors revolve around the capability to avoid, prevent, or stop a threat or risk before it is realized. As a means to align with the overall structure of SoCalGas's 2021 RAMP, programs and projects associated with Prevent and Protect are outlined in the Physical Security CFF (CFF-5).

B. EP&R: Preparedness

Preparedness is any activity, program, or initiative that is put in place before an emergency and can be used to support and improve the response to an emergency, thereby reducing the impact of the event. The following controls are all related to preparedness.

1. Policies and Procedures

SoCalGas has a Gas Emergency Management Preparedness and Response Policy that serves as the foundation of the policies and procedures in place for how SoCalGas prepares for, responds to, and recovers from emergencies. This policy utilizes and is up to standard with the emergency response requirements imbedded in Public Utilities Code Section 961, as well as the emergency response standard procedures listed by 49 Code of Federal Regulations § 192.615.

Additionally, the EOC Resource Guide provides SoCalGas with a clear understanding of procedures, roles and responsibilities to manage emergency crisis situations and other related incidents that may disrupt operations. These procedures should be considered as a guide to help inform priorities and establish clear lines of authority but are not absolute in nature.

Furthermore, this guide can be utilized to familiarize staff on EOC functions and position roles and responsibilities prior to an incident as well as provide guidance during an actual EOC response to an incident.

In addition to the Resource Guide, SoCalGas also conducts regular Business Continuity Planning to provide continuous operation or resumption of critical functions in the event of a

major disruption. As of 2020, there are 46 Business Continuity Plans completed, and annual workshops are conducted to refine and enhance these plans.

In addition, facilities with ten or more employees have an Emergency Action Plan (EAP) that provides for the safety of employees during emergencies and complies with state and federal guidelines. The EAP describes the roles and responsibilities of employees and Emergency Response Teams during workplace emergencies.

2. Training, Exercises and Drills

Training. SoCalGas conducts regular emergency preparedness drills and exercises at various levels of the Company to enhance employee proficiency in emergency assignments and validate the effectiveness of emergency plans. These exercises may include external agencies and cover a wide range of emergencies, including threats to employee, public, and pipeline safety. The effectiveness of the response is evaluated following these emergency exercises via an after-action report or through an improvement plan, where corrective actions are identified. These may include plan or process revisions, training and drills, including collaboration with external agencies and organizations, and lessons learned.

Additionally, SoCalGas emergency responders are required to complete FEMA training consistent with their assigned responsibilities. This training may include Incident Command System (ICS) and/or first responder training for field management personnel that may respond to emergencies. In addition to ICS training, SoCalGas invests in On-Call Training, Message Center Reporting (MCR) training, and EOC Responder Training.

On-Call staff are trained to respond to any emergency within an hour of activation. During the period they are on-call, they are required to be reachable by telephone, radio, or pager and are required to both stay in the SoCalGas service territory. Training enables employees to more readily respond to emergencies and allows for the rapid response of controls to lessen the impacts of a disaster.

EOCs are activated during major incidents, and employees who respond follow protocols in the Operations Emergency Manual. Training employees on those procedures and familiarizing them will enable employees to fit into the ICS structure and create a command capability to assess and respond to hazards.

SoCalGas developed its MCR program to provide employees an efficient way to communicate regarding an incident that has taken place. Training is provided to all management

employees with the potential to open an MCR. It is utilized to communicate timely and factual information to internal stakeholders. That information is reviewed and verified by EM, Pipeline Safety & Compliance department personnel, and Environmental Department personnel, who determine reporting requirements to government agencies. When an incident occurs, the responding supervisor will initiate an MCR by contacting the dispatch office, and a chain of further communications is set in motion until the incident is closed. In 2020, EM held 15 sessions and trained 415 management employees. This training is typically conducted in-person, however, due to the COVID-19 pandemic, SoCalGas shifted to a virtual training process. Through continuous improvement methods, SoCalGas identified a way to use Microsoft Teams to continue training while meeting Company and government physical distancing guidelines.

Exercises and Drills. The departments involved in emergency operations conduct annual exercises to maintain employee readiness and proficiency in their emergency assignments and validate the Organization's emergency plan. Training includes:

- **Tabletop:** Participants walk through potential emergency situations, discussing and describing the actions they would take.
- **Functional/Full Scale-Exercises:** Participants engage in Company-wide scenarios that provides hypothetical emergency information to the participants at intervals for decision-making and action as the exercise progresses.
- **Drills:** Personnel engage in drills to test their emergency response and decision making specific to their departments and organizations.

Emergency Management is responsible for identifying groups to plan, organize, conduct, and critique exercises, with support from other departments. Where appropriate, exercises may be coordinated with local public service agencies and include the element of surprise to more closely simulate actual emergency conditions.

3. EP&R: Stakeholder Outreach

SoCalGas conducts a robust outreach program with first responders on a routine basis. The Emergency Management department, in conjunction with Regional Public Affairs and operations departments, conducts outreach to meet with first responders (*e.g.*, fire, police and emergency officials) to discuss pipeline safety and communication.

These first responders may also participate in Company drills and exercises both as participants and observers.

SoCalGas's service territory encompasses twelve counties, each with designated emergency county coordinators. On an annual basis, a representative from EM or a delegate will meet with each county coordinator to discuss pipeline safety and awareness.

SoCalGas maintains a public awareness program to inform and educate customers, affected members of the public, pertinent public officials, and persons engaged in excavation-related activities about the prevention and recognition of gas pipeline emergencies. This program (discussed further in SCG-2: Excavation Damage (Dig-In) on the Gas System Risk) also includes the process for reporting an incident to SoCalGas and the appropriate public officials, including first responders.

C. EP&R: Response

SoCalGas's response program is built to address the immediate and short-term effects of an emergency. The Company's capabilities are designed to prioritize the safety of the workforce and public during a response and protect assets.

1. Incident Command System

The ICS is a standardized approach to incident management that can be used for all kinds of events, by all organizations, and enables a coordinated response, consistent processes, and allows for the integration of internal and external resources within a common structure. This has become an industry standard for responding to incidents and is also universally used across the public sector and at all levels of government in responding to hazards. SoCalGas uses the ICS to guide EP&R activities, thereby reducing risk through the application of the following tenets:

- **Chain of Command and Unity of Command.** Promotes a clear line of authority to set priorities and objectives during the incident.
- **Common Terminology.** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles. When all individuals across the response organization are using common terminology, roles and responsibilities are quickly understood and the right resources are identified and assigned efficiently.
- **Integrated Communications.** Incident communications are facilitated through the development and use of a communications plan to provide consistent messaging in alignment with operations and addresses the unique needs of stakeholder groups.

A key component of ICS is the use of standardized positions to help manage the response consistently, where individuals have familiarity with their expected roles and responsibilities.

The following are just two examples of ICS positions and duties:

INCIDENT COMMANDER

- Oversees and assesses the overall event and response
- Establishes immediate priorities and sets incident objectives, strategies, next steps
- Mobilizes an appropriate response organization
- Coordinates with key staff and officials
- Approves requests for resources and release of resources
- Authorize the release of incident information for internal and external sources

PLANNING SECTION CHIEF

- Manages activities and provides policy guidance to Planning section
- Oversees resource assignments, notifications and activations
- Oversees documentation, reporting and situation status report dissemination
- Provides notifications to state and local agencies
- Provides incident response guidance to Incident Command
- Facilitate mutual assistance requests

Adopting the ICS structure and processes allows SoCalGas to align its emergency response and support operations by using a standardized approach to the command, control, coordination, and emergency management best practices.

2. Mutual Assistance

SoCalGas maintains mutual aid agreements and membership in the Western Regional Mutual Aid Group, California Utilities Emergency Association, American Gas Association, and the City of Long Beach. When member organizations require assistance, they can request it through official channels, and resources from other organizations will assist in the response. By being a part of mutual aid organizations, SoCalGas shares resources with other organizations and shares capabilities to respond to emergency events. In the last two years, SoCalGas responded to six mutual assistance calls to help restore the functionalities of different organizations. SoCalGas benefits by having workers gain experience in responding to different events, enhancing preparedness should a similar SoCalGas event occur. SoCalGas's involvement with

these groups will also make resources available to the Company in the event SoCalGas needs assistance. Mutual Assistance will continue to be performed by SoCalGas as the Company continues building a coalition of resources ready to support in response to disasters and emergencies.

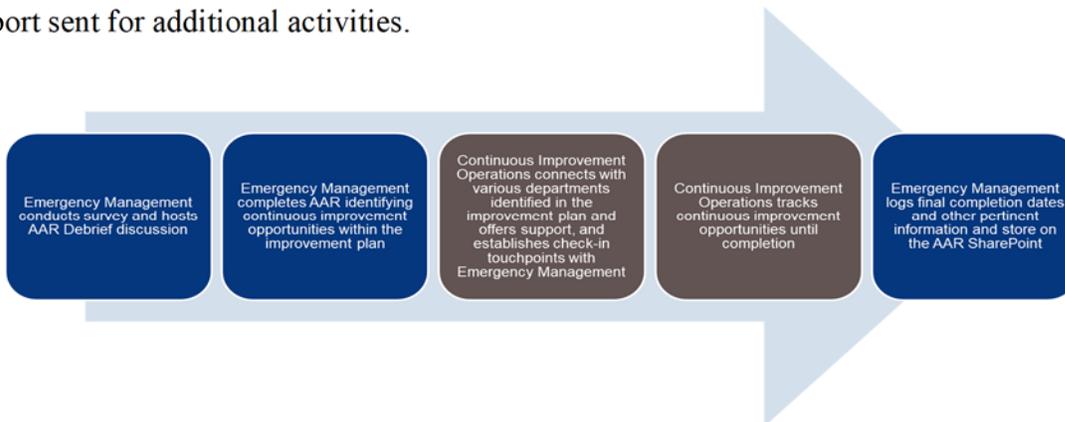
D. EP&R: Recover

The recover area is described as the long-term and post-emergency initiatives that are used to return the business and community back to normal, or in a better state than before the disaster. This includes the analysis and advancement of current procedures and initiatives after a disruption to improve upon the current state. This process is also an ongoing measure that continuously enhances readiness in preparation for the next emergency.

1. After Action Review Program

SoCalGas’s After-Action Review (AAR) Program is built on FEMA’s guidance to have a system that can assess the Company’s responses, take the lessons learned, and take corrective action for continuous improvement opportunities. These include plan or process revisions, training and drills, analysis on collaboration with external agencies, and lessons learned. We take this approach of continuous improvement of capabilities and benchmark Company procedures with industry standards.

SoCalGas has an AAR procedural flowchart manual that guides when and how we conduct AARs. Activations of AARs can be initiated by any executive, at the discretion of the Emergency Management office, after drills/exercises, and for any ICS activation that is a Level 2 or higher. Data is then gathered and input into the Company’s continuous improvement processes to identify areas of improvement, establish check-ins and touch points with stakeholders involved, and present findings to leadership. A debrief is then conducted and a report sent for additional activities.



The AAR program facilitates continuous improvements by providing constructive feedback into the Company's internal processes. This allows SoCalGas to be an even more responsive and forward leaning organization, and better equipped to handle future disasters by implementing the lessons learned into Company processes.

E. Enabling Technologies (Crisis Communication)

SoCalGas recognizes the benefits of enhancing the use of technologies to help prevent/protect, respond to, and recover from emergencies. The use of technology enables access to quicker and more accurate data to support decision-making capabilities and allow the Company to communicate and respond more effectively during an actual crisis.

1. Crisis Communication Technology

SoCalGas recognizes that communications during a crisis are critical to organizing, establishing priorities, and sharing information with key stakeholders. Current capabilities include technology for Emergency Response Command Centers and a Satellite Communication Program. Emergency Response Command Centers are equipped with technology that provides high-speed internet access, enabling mobile communications and providing the flexibility for SoCalGas first responders to stay connected throughout the duration of an emergency in any area of the service territory. The mobile command center also has a 12,500-watt generator, restroom and kitchenette, five workstations, satellite internet and mobile hotspot capabilities, cable TV, a public address system and on-demand printer and plotter. In the Satellite Communication Program, SoCalGas currently maintains over 140 satellite phones that are located at Company facilities. These satellite phones are intended to support emergency events where traditional methods of communications like a cell phone or landline are not available. When a damaging wildfire or earthquake happens, operating directors and executives can use their satellite phones, which enables them to report, communicate, and support emergency response and recovery. To expand upon current capabilities, SoCalGas is committed to enhancing its mobile command centers, increasing the number of satellite phones, and acquiring Government Emergency Telecommunications Service cards to improve communications and coordination of responses. This will enhance the Company's disaster response communication capabilities, and thus facilitate critical communication that will organize resources to address disasters.

F. Pandemic: Public Health Safety

1. Public Health: PPE and Sanitation Supplies

A major pandemic supply chain risk has been adequacy of essential PPE, materials and equipment to provide PPE to employees and contractors. Establishing a reserve inventory of PPE and essential materials and equipment, as well as building out a procurement infrastructure that can adequately source supplies during emergencies, is crucial and will help make SoCalGas more effective in emergency response, especially for longer duration emergencies.

2. Public Health: Facilities

a. Additional Cleaning Services

Due to the biohazardous nature of the pandemic, SoCalGas added additional cleaning services for all facilities. An electrostatic disinfecting process for surfaces is currently being used. SoCalGas has also increased the frequency and scope of cleaning. This has led to more frequent cleanings and disinfecting of all high-touch surfaces throughout the day, and deep cleaning whenever needed.

Having this capability allows for SoCalGas to be more prepared for another hazard that requires frequent and deep sanitation.

b. Installation of HVAC and Filter Systems

Another measure that SoCalGas took to protect employees and contractors was to upgrade HVAC systems and install filters that align with CDC guidelines. SoCalGas converted the air filters in Company facilities to high-efficiency MERV 13 filters and installed air sanitizing equipment in facility air-conditioning units. Additionally, SoCalGas increased preventative maintenance of filtration systems and filter replacements by 50%. SoCalGas also implemented structural changes to increase the amount of outside air being circulated throughout Company buildings. These changes to SoCalGas's maintenance activities elevate the level of the Company's preparedness for any hazards affecting the air we breathe.

c. Additional Physical Enhancements

In addition to the HVAC and filter system changes, SoCalGas also implemented structural changes to some facilities. To reduce the impacts of the pandemic, plexiglass partitions and other pandemic-specific barriers have been installed throughout Company facilities. This protects employees and contractors by creating physical separation between people.

3. Public Health: Medical Services

a. Third-Party Vendors for Temperature Screening

During the pandemic, SoCalGas hired contractors to regularly conduct onsite temperature and COVID-19 symptom checking for employees, contractors, and visitors at critical facilities. This is done to maintain the safety of all who visit our facilities.

b. Purchasing Rapid Antigen Testing Kits

In addition to symptom checking and temperature screening, SoCalGas also invested in purchasing Rapid Antigen Testing kits and contracted with healthcare workers to administer such tests. These rapid nasal swabs return COVID-19 test results quickly and can help SoCalGas contain any potential spreads of the disease within Company facilities.

c. Hiring Contact Tracing Staff

SoCalGas hired third-party vendors to conduct contact tracing in the event employees or contractors tested positive for COVID-19, and to help the infected individuals quarantine and self-isolate in accordance with CDC guidelines.

d. Expert Medical Consulting

Since the beginning of the pandemic, SoCalGas has retained a medical professional/director to serve as an expert on the pandemic to provide operational guidance. This capability allows SoCalGas to have direct access to experts in the field to assist with decision-making so that SoCalGas can best handle medical risks.

In the event of a potential pandemic exposure, a third-party safety consultant is brought onsite. This consultant will assess that there is proper PPE and that technicians can don/doff PPE properly. In an emergency event, even after the pandemic, having access to a safety consultant will provide SoCalGas with an additional resource who is specifically trained in biohazard disasters.

e. COVID-19 Self-Screening

The COVID-19 self-screening attestation process is the daily process of confirming that employees have self-screened for COVID-19 symptoms and exposure, and requires employees attest to their readiness to enter a SoCalGas facility or worksite. Since the pandemic began, SoCalGas has required anyone entering a Company work location to self-screen by asking themselves the provided self-screening questions before entering. These questions have become standard not only at SoCalGas, but in many other businesses, schools, and public spaces

(consistent with CDC, state, county, and local public health guidelines). In addition to providing the self-screening questions, SoCalGas developed and implemented SAFE, a web-based application which is accessible through any smart device (*i.e.* phone, tablet, computer) with an internet connection. This application allows employees and onboarded contractors to provide responses to the self-screening questions and alerts the necessary departments if follow-up is necessary.

4. Public Health: Fleet

a. Sanitizing Vehicle Fleet

Since the beginning of the pandemic, SoCalGas has implemented a COVID-19 protocol established by its Safety and Fleet Services departments for cleaning and disinfecting Company-owned/ operated vehicles and trucks that have been used by employees or contractors that have either tested positive for COVID-19 or been in contact with someone who tested positive for COVID-19. The thorough cleaning of the vehicles both prevents the further spread of COVID-19 and reduces the overall risk of the disease to those who utilize the Company owned/ operated vehicles.

Even after the pandemic, this disinfection protocol can still be used for non-pandemic hazards that may contaminate the vehicles.

b. Alternative Site Work Trailers

To adhere to physical distancing protocols and limiting the number of employees working within a facility, additional work sites such as trailers may need to be set up. SoCalGas has the capability to rapidly set up these worksites to either accommodate employees or contractors/ vendors. This also includes equipment and maintenance to allow these worksites to function independently for multiple days, 24-hours a day. For example, this involves housing Gas Control staff at a Company facility, if this team is sequestered on site for two-week assignments and does not leave the premises. This capability can reduce the impacts on business continuity and allow employees to continue to work safely.

5. Public Health: Hybrid and Remote Work

a. Pandemic Dashboards and Tracking Technology

To better coordinate the response and address budding or potential risks, SoCalGas is working to develop a Pandemic Dashboard/Tracking System. This system will be used for data analytics, case management, and business objects contact tracing. A dashboard that can

aggregate and then segment data for analysis is crucial in SoCalGas's ability to both prevent outbreaks and respond to situations more effectively by providing decision-makers with the most accurate and up to date information.

b. Pandemic Planning

Pandemic planning is crucial to enhance SoCalGas's ability to prepare for both the pandemic and future similar disasters. These plans reduce risks to the organization and create the standard operating procedures used to respond to a disaster and to facilitate business continuity for stakeholders.

c. Remote Work Setup

Due to the pandemic, many employees transitioned to work-from-home. SoCalGas set up infrastructure to maintain equipment and added support capabilities, such as furniture and supply stipends to pay for home office supplies. These activities help employees to work from home by providing the services and support they need to continue doing their jobs safely and effectively during the pandemic.

d. IT Systems and License

In addition to the physical support for employees and contractors working remotely, SoCalGas also augmented information technology infrastructure. This has enabled secure remote access and other support equipment to provide employees and contractors with a secure connection to continue their work. These pieces are crucial in business continuity as work is still able to be completed while working remote.

e. Vacation/Sick Leave Policies

SoCalGas is committed to providing a safe and healthy workplace while supporting employees who are impacted by the COVID-19 pandemic. SoCalGas understands that the COVID-19 pandemic is an unprecedented event that is impacting employees in various ways. Accordingly, SoCalGas implemented a policy was to alleviate some of the stress and financial burden that may result from this event. The policy provides paid time off for eligible employees who need to take time away from work for reasons stemming from the COVID-19 pandemic and modifies when employees can use their sick extended leave before using their current or carry over sick leave accruals to sustain pay.

V. 2022 – 2024 PROJECTS AND PROGRAMS

A. EP&R: Watch Desk

SoCalGas's existing MCR program was developed to provide the Company with an efficient way to send a communication regarding an incident that has taken place. Training is provided to all management employees with the potential to open a Message Center Notification. It is utilized to communicate timely factual information to internal stakeholders; that information is reviewed and verified by Emergency Management, Pipeline Safety & Compliance, and Environmental personnel who will determine reporting criteria to government agencies.

In 2020, Emergency Management held fifteen sessions and trained 415 management employees. This will enable the MCR to run efficiently and effectively respond to future emergencies. By expanding the MCR, SoCalGas is preparing to establish a daily Watch Desk that will provide real-time data to increase situational awareness of hazards, create executive notifications, and provide predictive analytics capabilities to help anticipate where a future disruption may arise. This capability will enhance response capability and allows SoCalGas to address potential risks before they happen and take a forward-leaning posture for our emergency response.

B. EP&R: Expert Advisory Support

SoCalGas will leverage external advisory support services and expertise for guidance to help inform how to best handle risks and apply leading industry practice. These advisors may help to inform training and exercise activities, or update policies and procedures. Several examples include:

- Using meteorology services to inform gas operations, crew safety, and help predict impacts from severe weather. Utilizing a meteorologist will allow SoCalGas to prepare for incoming adverse weather events more effectively and accurately. This will improve preparedness capabilities and allow SoCalGas to effectively respond to incidents.
- Gaining insight from Dr. Lucy Jones, formerly from U.S. Geological Survey (USGS) to assist with earthquake preparedness.
- Employing medical professional services to help manage our COVID-19 response.

- Expanding our use of Geographic Information Software (GIS) mapping support and ICS coaches to help enhance our emergency response.

C. EP&R: EOC Enhancement Project at Pico Rivera

The SoCalGas EM department is housed in the EOC, which is currently located at the Gas Company Tower and has a capacity of approximately twenty people. The vision for the department is to be an industry leader in emergency preparedness, response, and management through the enhancement of existing programs and use of innovative technologies, partnering with key stakeholders, and integrating best management practices for the protection of employees, customers, public safety and the environment. Moving the EOC to Pico Rivera, which is a more central location within SoCalGas's service territory, will give the EM department more space and capabilities to house more responders when fully activated for an incident. While activated during emergencies only, the new EOC will house sixteen full-time day-to-day employees, and up to 68 employees, when fully activated.

SoCalGas developed and maintains an EOC for use during significant emergencies to allow Company employees to efficiently collaborate and take appropriate action for the response to that emergency. During an EOC activation, over 50 subject matter experts may be brought into the EOC from across the Company, to provide strategic direction, coordination, and to facilitate all aspects of the emergency response throughout the event duration.

The EOC is the hub from which incident management, response, and communication is coordinated and/or directed. As such, the EOC serves a critical support function to allow SoCalGas to respond effectively and efficiently to hazards it may encounter, thereby protecting the safety of its employees, stakeholders, customers, the public, contractors, and any other resources or individuals in its service territory.

D. EP&R: Emergency Management Technology

Currently, SoCalGas is utilizing and expanding its use of different technologies to track and boost situational awareness for emergency management. GIS is currently used to provide the EP&R organization with geographical data, mapping, facilities analysis, and even storage and retrieval of data. SoCalGas also utilizes an external tool called Data Capable, which the EP&R On-Call team uses to assist with awareness of incidents and situational monitoring. It provides alerts and notifications of significant events, such as wildfires and planned demonstrations. Data Capable offers a dashboard displaying relevant incidents impacting

SoCalGas employees and/or facilities. Another tool currently used by SoCalGas is the Incident Management System. This platform provides tracking of day-to-day incidents for internal and external reporting purposes. The incident management system allows for the creation of a situation record enabling teams with reporting responsibilities to store incident critical information such as Operations assessments, activation documents, with real-time integration with GIS for mapping incident locations.

To further expand the Company's capabilities, SoCalGas intends to enhance the capabilities of a multi-year Company-wide situational awareness software tool, Noggin. Noggin supports mission-critical functions of the EOC and gas operations. The system is a single platform to track, coordinate, and communicate information related to incidents during and after an event.

SoCalGas also plans to obtain command vehicles for its Emergency Command Vehicle Centers. SoCalGas utilizes emergency command vehicle centers to support incidents in the field. These centers provide field employees and first responders a place to conduct meetings and provides them with access to communication tools (*e.g.*, phone, satellite, and internet) and mapping and printing capabilities. The command vehicles will be used to tow around the Emergency Command Vehicle Centers, providing an expedited delivery to Company facilities or to the location of an incident.

VI. COSTS

A. EP&R

Table 1 contains the 2020 recorded and forecast dollars for the programs and projects discussed in this CFF.

Table 1: Costs (Direct After Allocations, in 2020 \$000)²

Line No.	Description	Recorded		Forecast			
		2020 Capital	2020 O&M	2022-2024 Capital (Low)	2022-2024 Capital (High)	TY 2024 O&M (Low)	TY 2024 O&M (High)
1	Policies & Procedures	0	85	0	0	105	130
2	Training, Exercises, and Drills	0	85	0	0	105	130
3	Stakeholder Outreach	0	85	0	0	105	130
4	Incident Command Structure	0	230	0	0	290	355
5	Mutual Assistance	0	20	0	0	20	20
6	After Action Review Program	0	250	0	0	315	385
7	Crisis Communication Technologies	0	250	0	0	315	385
8	Watch Desk	0	0	0	0	760	1,100
9	Expert Advisory Services	0	0	0	0	175	255
10	EOC Enhancement Project	0	0	0	0	180	260
11	Emergency Management Technology	0	0	0	0	700	910

B. Pandemic

Because of the unique characteristics of the current and any future pandemics, SoCalGas does not include forecast pandemic related costs.

² Costs presented in the workpapers may differ from this table due to rounding. The figures provided are direct charges and do not include Company loaders, with the exception of vacation and sick. The costs are also in 2020 dollars and have not been escalated in forecasts beyond 2020.