



San Diego Gas & Electric®

**2024  
Crisis Communications  
Plan**

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## **Introduction**

This communications plan has been developed to outline responsibilities for communicating to customers, media and employees during an emergency involving SDG&E, including those which prompt the activation of SDG&E's Emergency Operations Center.

Because the utility covers such a large geographic area and has employees in many different departments interacting and communicating with SDG&E's various stakeholders including the media, customers, community-based organizations and elected officials, it is essential that the sharing of information and communications are coordinated to ensure "OneVoice" incident messaging and overall consistency.

Responding swiftly in an emergency is critical to managing the situation effectively. Often, the first few hours of an incident determine success or failure with crisis management. SDG&E responds to gas and electric emergencies as an important part of its normal business practices. Each operational area has emergency procedures that are specifically written for these types of incidents. These emergency response procedures are thoroughly practiced, and the personnel involved are well trained to respond to and resolve routine gas and electric emergencies.

Separate crisis communication plans have been developed for natural gas incidents and electric incidents.

The approach and messaging included in this plan is reviewed on an annual basis and subject to consultation with the Legal team and senior executives before execution.

## **Identifying an Incident, Crisis or Disaster**

Emergencies can begin as an incident and quickly escalate and create a larger threat that could have impacts on gas and electric system integrity, employee safety, customer confidence, shareholder consequences and/or trigger significant media attention. At SDG&E, emergencies that escalate and create a larger threat are considered a crisis or disaster. A crisis or disaster can occur by the escalation of a single emergency or a series of emergencies.

For the purposes of this plan, an incident, crisis and disaster are defined as follows:

### Incident

An incident is defined as a situation that needs to be monitored and dealt with by a limited, targeted group of individuals. An incident can be an emergency that is as simple and short-lived as a circuit outage affecting 1,000 customers and is restored the same day. It could also be an emergency that is as complex and lengthy as a storm involving multiple outages that take more than one day to restore. The key is that the impact of an incident can be effectively dealt with by a limited group of employees who have the necessary knowledge and experience, and no specialized decision-making or communications are required.

Within SDG&E, an incident generally is considered to be an unplanned event that involves an electrical outage affecting numerous customers; damage to natural gas facilities that has or could result in injuries to employees and/or customers, including a broken pipe with escaping natural gas (called a "broken and blowing").

An incident, if it continues for an extended amount of time and/or stretches the company's resources and ability to respond, usually is considered a crisis or an emergency depending on the type and extent of the damages. However, any incident, if it is not managed or communicated appropriately, could evolve into a crisis.

### Crisis

A crisis is defined as an incident that has received or has the potential to generate unusual focus from the media or government/regulatory agencies and/or negatively impact the company, requiring specialized decision-making and communication capabilities. A threat of terrorism or a gunman at a company site are

potential examples of a crisis. A Crisis Management Team (CMT) and applicable procedures for formation of the team have been developed by Emergency Operations Services to provide the specialized decision-making and communication capabilities required during a crisis.

A crisis may include workplace violence that results in injury or death of an employee or customer, a violent act in the community that results in injury or death of an employee, serious ethics or legal violations by an executive, employee or group of employees, death of a customer or employee or significant property damage from company operations or damage to company facilities such as explosion or fire caused by leaking gas. A crisis could also include rotating outages because of the significant impacts to company operations and the unusual focus from media requiring specialized decision-making and communication capabilities. The January 2008 mudslide in La Jolla that damaged homes and utility equipment was a crisis that generated national media interest. Note: The damage was the result of a natural landslide, not company operations, and the damage to company facilities was moderate, making this a crisis, not an emergency.

### Disaster

A disaster is defined as a dramatic event or confluence of events that severely impacts business operations in multiple ways typically for, but not necessarily, more than one day. The Emergency Operations Center (EOC) and its applicable procedures have been developed to respond to a disaster. The EOC is managed by Emergency Operations Services.

A disaster could include an earthquake, widespread fire affecting SDG&E facilities and/or mass acreage, a cyber-security breach or an act of terrorism affecting SDG&E infrastructure, or other natural disaster that affects a significant number of customers and facilities, or widespread system outage not caused by natural disaster affecting a significant number of customers, the September 8, 2011 Pacific Southwest Event (system-wide blackout) is example of a widespread outage emergency that severely impacted business operations and customers.

While the triggering events vary by emergency, media coverage – or potential media coverage – is a common element of all major situations. At SDG&E, “emergency operations procedures” have been put in place to ensure the response to and recovery from a crisis or disaster is organized, timely, efficient, cost-effective and decisive.

When an emergency incident escalates into a crisis or disaster, there is a need for an organized response with specific procedures and designated personnel. This organized response provides the required specialized decision-making and communication capabilities and the additional resources needed to efficiently respond to and recover from an event.

This plan addresses only the media and employee communication aspects of these events.

## **Plan Objective**

The objective of this plan is to manage communications effectively so that customers, the media, employees and others who may be affected by the event are kept informed. By being open, transparent and consistent in our communications, we will have a better chance of avoiding unnecessary questions and concerns that could help to create a crisis.

## **Responsibilities**

SDG&E has a well-defined process for managing an incident. Typically, distribution or transmission field personnel take the on-site lead and communicate via a text message or a direct call to the Dispatch Department. Claims department personnel go to the scene to assess potential liability and management will be informed. If the incident is deemed to be a crisis, the CMT will be activated after consultation with the officer on-call and the Emergency Management Director. If the incident is deemed to be a major event or disaster, the entire EOC will be activated.

Communications personnel and the Joint Information Center, or Public Information Officer (PIO) section, of the EOC, is responsible for developing and obtaining approval for the company's key messages, coordinating the company's response to the media, identifying the appropriate company spokesperson, and communicating to employees.

The PIO section takes the lead for communicating to customers directly or on a mass scale, and on the digital media communication strategy, including social media. Human Resources and Employee Communications (within the PIO Section) share responsibility for communicating to employees including determining key messages for situations that directly impact employees and/or company facilities.

## **Key Communications Tactics**

In any crisis or disaster, following are the key tactics in developing an emergency communications strategy:

- Complete a thorough damage/situation/injuries assessment.
- Appoint a lead point person for both crisis management and crisis communications.
- Determine executive availability and identify media spokespeople at both the executive and management levels.
  - Determine the appropriate spokespeople for different events (e.g., media briefings, media updates, one-on-one interviews).
- Develop a communications response strategy.
- Create a strategy and action plan for communicating with the customers, media and employees throughout the crisis.
- Develop key talking points, including core message themes that potentially can be carried forward throughout the crisis. Include facts that reflect the status of the crisis and the company's response, as well as proactive steps taken by the company.
- Consult with Legal and the Executive Incident Commander, as well other relevant internal departments, to approve messaging.
- Determine most effective media channel(s) (i.e., radio (particularly KOGO), TV, newspapers and/or social media) given the nature of the situation.
- Develop news releases/media statements and employee updates (via e-mail, employee hotline, company intranet, digiboards, and/or voicemail) as necessary.
- Use of social media to help broaden communications reach. If media briefings are necessary, activate media check list which includes identifying a suitable briefing room or area clear of the incident area and procure necessary A/V equipment; arranging escorts for media within the building, to and from the media briefings; coordinating with facilities and security on guest parking and access.
- Monitor ongoing media coverage and respond/adjust messaging as appropriate.
- Schedule regular updates for the crisis management team/EOC to share feedback from the media and other key stakeholders; discuss next steps in communications.

- Develop a PIO Section staffing schedule immediately for any crisis expected to require 24/7 response for the duration of the EOC activation.

### **Communications Triggers & Resulting Communications**

Communications has identified five stages of an emergency event. These include:

- Phase 1: Monitoring evolving situation
- Phase 2: Crisis in progress
- Phase 3: Disaster in progress
- Phase 4: Wrap up
- Phase 5: Conclusion; return to business as usual

Following are the event triggers, information sources and resulting communications for each phase:

#### **Phase 1: Monitor evolving situation**

Event/Triggers:

- Notification of situation or media attention on key situation begins
  - Examples: Fire starts in service territory, employee arrest or allegations made against employee, facility or operations disruption, extreme weather warnings, etc.
- CMT/EOC/CMC not activated

Information Sources:

- EM Advisor
- Planning Section Chief
- Safety
- Human Resources
- Legal
- Executive Incident Commander at the EOC), and potentially
- Other appropriate Executive(s)
- Corporate Security
- Public Information Officer
- Customer Service Section Chief
- Liaison Officer
- Electric or Gas Commodity Chief, if warranted

Resulting Communications:

- No communications at this point
- Monitor situation (Fact finding to determine if communications needed)

#### **Phase 2: Crisis in progress**

Event/Triggers:

- Significant media attention on issue with little or no impact on employees, operations or facilities
  - Examples: widespread fires not affecting our systems, significant negative regulatory ruling or lawsuit, ethics violation (could involve employees)
- Impact on employees or facilities/equipment/system impact with little to no media attention
  - Examples: employee charged with significant crime, employee evacuations (numerous homes or facilities), police action involving SDG&E facilities (bomb, terrorist), employee shooting, pandemic affecting employees. Employee death(s) (excluding natural causes)
- EOC/CMC not activated
- Crisis Management Team activated

Information Sources:

- EM Advisor
- Planning Section Chief
- Safety
- Human Resources
- Legal
- Executive Incident Commander at the EOC and potentially other appropriate Executive(s)
- Corporate Security
- Public Information Officer
- Customer Service Section Chief
- Liaison Officer
- Electric or Gas Commodity Chief, if warranted

Resulting Communications:

- Public Information Officer:
  - Develop media talking points
  - Consider communicating on social media channels, if warranted
  - Consider updates on SDG&E NewsCenter
- Employee Communications:
  - Draft and issue initial employee communication typically via SDG&E Now, Sempra Now or Sempra News article (posted to PowerUp/SempraNet), facility digiboards or no employee communication

**Phase 3: Disaster in progress**

Event/Triggers:

- Significant media attention on issue
- Significant Customer attention on issue
- Significant facilities/equipment/system impact
- **EOC activated**
  - Examples: Major system disruption, potential for widespread fires (Red Flag Warning), widespread fires, earthquake or other major natural disasters, cyber-security incident.

Information Sources:

- EM Advisor
- Planning Section Chief
- Safety
- Human Resources
- Legal
- Executive Incident Commander at the EO and potentially other appropriate Executive(s)
- Corporate Security
- Public Information Officer
- Customer Service Section Chief
- Liaison Officer
- Electric or Gas Commodity Chief, if warranted

Resulting Communications:

- Joint Information Center, or PIO Section, develops communications strategy
- Communications:
  - Draft/update media talking points
  - Develop customer notifications messaging
  - Consider drafting news release
  - Ongoing updates on SDG&E NewsCenter
  - Consider holding news conference



- Proactively call/email reporters/TV and radio stations
- Respond to media inquiries
- Communicate on appropriate social media channels
- Consider video
- Initial employee communications:
  - SDG&E Now or Sempra Now to all or targeted management.
  - Include situation update report, links for more information, company response (HR response, media talking points/statement – if appropriate)
- Second employee communications:
  - Employee Emergency Hotline message (Human Resources is responsible for drafting and recording this message)
  - SDG&E Emergency Update or Sempra Emergency Update with overview of situation and when/what types of information will be communicated in the future (i.e., how this event impacts employees and their work, or the company and its services resulting from the event)
- Additional employee communications:
  - Digiboard (if appropriate) summary
  - PowerUp or SempraNet site to house all future information if the event is big enough, including links to government and media sources
  - Sempra News article (to post on PowerUp/SempraNet)
  - Secure photographer and videographer for b-roll/photo

#### **Phase 4: Wrap up**

##### Event/Triggers:

- Incident wrapping up
- Begin to return to business as usual

##### Information Sources:

- EM Advisor
- Planning Section Chief
- Safety
- Human Resources
- Legal
- Executive Incident Commander at the EOC and potentially other appropriate Executive(s)
- Corporate Security
- Public Information Officer
- Customer Service Section Chief
- Liaison Officer
- Electric or Gas Commodity Chief, if warranted

##### Resulting Communications:

- Communications:
  - Draft final wrap up talking points
  - Draft final news release recapping event
  - Draft final SDG&E NewsCenter update
  - Complete media interviews
  - Consider holding news conference to close event
  - Final communication on appropriate social media channels
- Employee Communications:
  - Wrap up employee communication via SDG&E Emergency Update, Sempra Emergency Update, Sempra News article, or intranet post (PowerUp or

- SempraNet)
- Potential Executive communication to employees (via email or hard copy)
- Potential employee video
- Post updates on digiboards

**Phase 5: Conclusion; return to business as usual (revert to Phase 0)**

Event/Triggers:

- Incident ends
- Back to business as usual

Information Sources *(some or all of the positions below may contribute depending on response scaling)*

- EM Advisor
- Planning Section Chief
- Safety
- Human Resources
- Legal
- Executive Incident Commander at the EOC and potentially other appropriate Executive(s)
- Corporate Security
- Public Information Officer
- Customer Service Section Chief
- Liaison Officer
- Electric or Gas Commodity Chief, if warranted

Resulting Communications:

- No communications

**Staffing**

PIO Section responders are on call to respond to company emergencies. Each member of the team would fill communications roles on the CMT or in the EOC/JIC if activated.

In the event of a large scale, sustained emergency, SDG&E and Southern California Gas Company have a mutual agreement to provide personnel support as needed during a sustained emergency.

**Company Media Spokespeople**

In the immediate aftermath of a crisis affecting SDG&E, in accordance with the Corporate and SDG&E Media Policy, no employee should speak directly to the media without first getting clearance from the Public Information Officer (PIO). The PIO will consult with members of SDG&E's and/or corporate crisis management team to determine the appropriate spokesperson, the strategy and timing for responding to the media, as well as the content of any company response.

Media should be referred directly to SDG&E's media hotline, 877-866-2066.

Key management personnel may be called upon by PIO and the crisis management team to act as corporate spokespeople with the media. Anyone serving as a media spokesperson should have received professional media training in advance. Media Relations, within Corporate Communications, is responsible for coordinating professional media training for key personnel.

See appendix for Media Spokesperson guidelines.

# Appendix

## **Crisis Communication Management:**

Every incident is unique. However, there are certain key principles of which you must be aware in the event of a crisis. These principles underlie the successful management and containment of most corporate crises. They include the following:

- *Define the real problem and determine strategy accordingly.*

Make certain that the core problem is being addressed. Once this problem has been defined, we can determine the objectives of the crisis management process and the strategy necessary to drive this process.

- *Manage both the internal and external flow of information.*

Companies often focus on managing the external flow of information in a crisis. However, it is equally important to manage the internal flow of information. This involves keeping internal audiences informed and providing them with the facts.

- *Assume the situation will escalate and get worse.*

Understand that the situation is going to get worse. Be careful not to be overly optimistic or make categorical public statements early in a crisis.

- *Understand the media interest in your story.*

Although the media is the prime driver of most crises, no company should rely on the media to deliver its message. Reporters tend to delight in the crisis environment in a way that is not helpful to a company and its executives.

- *Remember all your stakeholders.*

During a crisis, companies often overlook direct communications to affected stakeholders. SDG&E should employ the best technology at its disposal to communicate effectively with all its stakeholders.

- *Measure results.*

It is imperative for SDG&E to measure continually the effectiveness of its crisis management tactics to assess the overall effectiveness of its management strategy. Monitoring customer engagements, reaching out to key customers or officials, local and state agencies, community-based organizations, and analyzing media coverage can quickly generate useful data regarding the public perception of a crisis within 48 hours of its unfolding.

## **Evaluating the Situation:**

What at first may seem to be a simple and controlled situation can easily become media fodder if it is not handled properly. And sometimes when a situation is handled to the best of our abilities, the media may still seize upon it if it's a "slow" news day. Take the following steps to evaluate the seriousness of a situation in the eyes of the media:

### **1) Source of information**

- Have you personally been notified of this situation on an individual basis? (Internal situation affecting a small number of people)
- Were you alerted by SDG&E

- (Internal situation affecting a large number of people)
- Has the public notified you of this situation?  
(External situation affecting a small or large number of people)
- Has the media notified you of this situation?  
(External situation affecting a large number of people)
  - Were you alerted by local agencies?  
(External situation affecting a small or large number of people)

## **2) Parties impacted**

- Employees
- Families of employees
- Sempra Shareholders
- SDG&E Business partners
- Customers
- Public at-large
- Public Safety Partners
- Law enforcement

## **3) Surrounding events**

- Has this situation happened before? How recently and what was the outcome?
- Are there any other events that might have a bearing on this situation?
- Has a third party verified SDG&E credibility, training, certification, safety, etc., related to this situation? (i.e., the CPUC, CalOES, OSHA, etc.)

## **4) Outside interest**

- Is the situation a private or public incident?
- Is a third party involved in or have access to information about the incident?
- Is it important for others (employees, customers, etc.) to know?

## **5) Media interest**

- Based on these factors, is it likely that media will be interested?
- What else is going on in the city/state/nation/world? Could this situation attract readers/viewers?
- Is the situation already being reported on/have reporters already called?

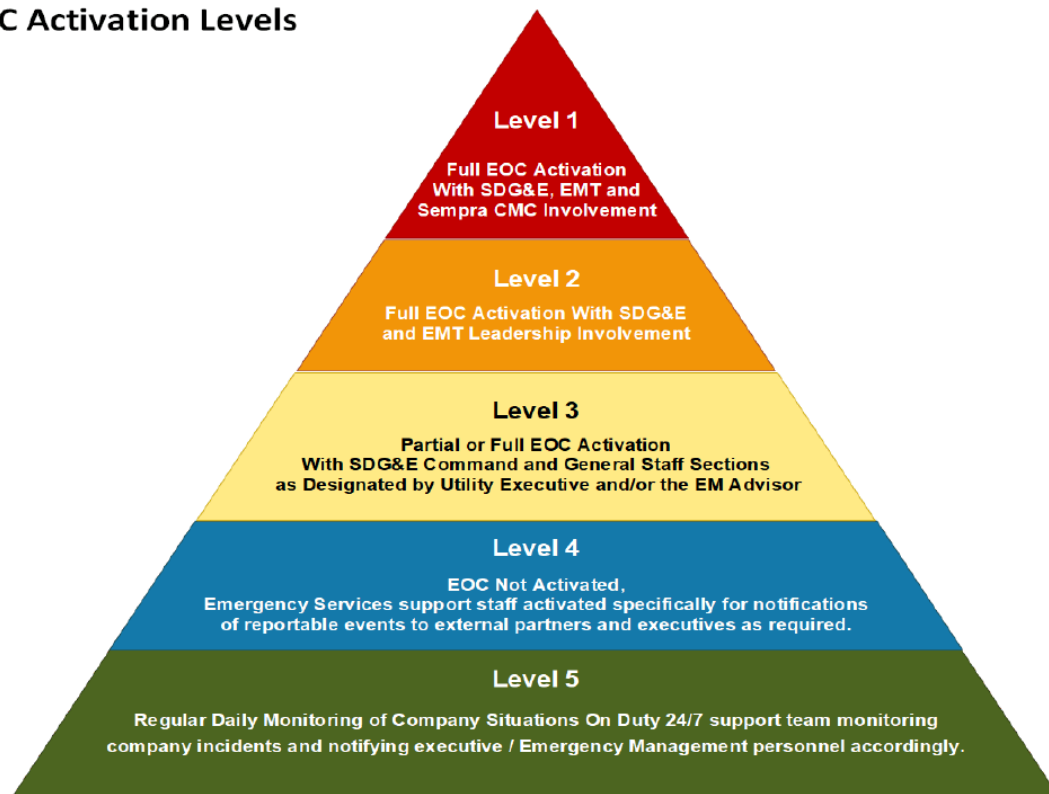
**Situation Level – EOC Activation Levels:**

Based on the answers to the previous questions, the situation can be labeled as one of the following. These also correspond with the five Emergency Operations Center Activation Levels (Figure 1) as outlined in the 2021 Company Emergency and Disaster Preparedness Plan (CEADPP):

| LEVEL  | COMMUNICATION CHARACTERISTICS  |
|--|--|
| <p style="text-align: center;"><b>1-2</b><br/><b>SEVERE TO</b><br/><b>CATASTROPHIC</b></p> | <ul style="list-style-type: none"> <li>• Media have immediate and urgent need for information about the crisis. CEO/COO or other designated Executive may need to provide opening statement of empathy/caring</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• One or more groups or individuals express anger or outrage</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• Broadcast and print media appear on-site for live coverage and allegations of criminality or threat to public safety; active opposition to SDG&amp;E, financial impact; and or the threat of the filing of serious criminal charges; major disruption to Company operations, include cyber-security incident</li> </ul> |
| <p style="text-align: center;"><b>3</b><br/><b>SERIOUS</b></p>                             | <ul style="list-style-type: none"> <li>• Crisis causes growing attention from local and regional media</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Media contacts SDG&amp;E about the crisis</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• In addition to the media, stakeholders and community partners are present at site</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Affected and potentially affected parties threaten to talk to the media</li> </ul>  |
| <p style="text-align: center;"><b>4</b><br/><b>ACTIVE</b><br/><b>MONITORING</b></p>        | <ul style="list-style-type: none"> <li>• Crisis situation may/may not have occurred; the situation is attracting slow, but steady media coverage.</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• External stakeholders (e.g., Local, CalOES, CPUC or Federal regulators) receive media inquiries.</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• The public at large is aware of the situation/event but is attracting very little attention and no widespread impact</li> </ul>   |
| <p style="text-align: center;"><b>5</b><br/><b>DAILY</b><br/><b>MONITORING</b></p>         | <ul style="list-style-type: none"> <li>• Crisis attracts little or no attention</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• Limited impact, comment and public disclosure</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Public and/or media are virtually unaware of issue(s)</li> </ul>  |

Figure 1. Emergency Operations Center (EOC) Activation Levels.

## EOC Activation Levels



### Hour One of incident:

#### STEP 1 - Determination of Crisis Communications

- 1) What are the facts of the incident?
- 2) What data/research can we use to discuss/communicate this incident?
- 3) Are there any extenuating circumstances we should be aware of?
- 4) What action, if any, are the other parties involved planning to take?
- 5) Who will be affected by this incident?
- 6) What is the magnitude of the incident?
- 7) Has the media already picked up the story? If so, what is being reported?
- 8) Are there any professional symposia/outside speaking engagements, internal meetings, or other events being held that might need to be postponed or that would require some change in content?
- 9) What other holes are there in our information that need to be filled?
- 10) Is any part of this situation confidential or affect customer privacy?
- 11) What key points should be included in the general statement to be prepared?
- 12) Will SDG&E need to collaborate with any outside authorities/agencies on our communications?

### Parties Impacted:

In response to a crisis, SDG&E may need to communicate with some or all of the following parties. Specific audiences – and the order in which each is contacted – will vary according to the situation. However, it is important to remember the various constituencies with which SDG&E works and ensure each group is notified.

- **Notify employees.** Maintaining employee morale (and production) is often critical during a crisis. Employees can also serve as important ambassadors with a company's external constituencies. It's important, therefore, that employees be kept informed of company positions during a crisis with clear and accurate information. If possible, notify employees before public disclosure of any crisis development. It's better that an employee hears about a problem from the Company rather than from a (possibly biased) news report. As a company's front-line ambassadors, they need to be informed immediately about the crisis and of all developments.
- **Brief customer care center (CCC) specialists.** Customers who hear about a situation involving SDG&E will most likely utilize the customer service number in an attempt to find out additional information. CCC specialists should be briefed as quickly as possible and provided with appropriate message points in order to answer customers.
- **Notify customers.** A problem with our trucks, operations or infrastructure will mean a problem for our customers. Keep them informed of all relevant developments that impact their service through the dissemination of accurate and timely information. As a general rule, the company should attempt to limit direct contact to affected customers only (consider direct or regional announcements).
- **Contact your officials.** This is important when the support of local and state officials can be critical.
- **Contact the appropriate government agencies.** These contacts are especially important in cases involving safety. Many response decisions will, in fact, be made jointly with these authorities.
- **Work with Sempra Executive Team, Corporate Communications and Investor Relations to reach out to shareholders and board members. In collaboration with Sempra,** carefully craft messages for the financial audience to ensure that questions are addressed, and confidence in SDG&E performance is maintained.
- **Contact and brief third-party spokespeople.** Outside spokespersons such as a safety consultant or public relations firm could be retained, briefed and media-trained in advance so they can respond quickly and effectively when needed.
- **Brief the media.** How a company handles media inquiries affects the way news about that company is reported. In addition, journalists such as editorial writers, columnists and other influential reporters can strongly influence public opinion. A company should strive for honesty and fairness in its dealings with the press.
- **Contact industry influencers.** Support of the industry or notification to them about an issue that might affect them is critical.

#### **Field Incident Response Guidelines**

Identify examples of a field incident that would require this amount of coordination and communication short of EOC activation (field vehicle in traffic accident with customer injuries and resulting traffic issues, attack on an employee by a customer, major outage in downtown San Diego with system damage, operations incident leading to high call center volume, broken and blowing gas line causing evacuations).

The Public Information Officer may first learn of an incident from the Field Dispatch Department, the Customer Care Center, EOC staff or from Field Operations Leadership.

When an incident occurs in the field, field personnel normally are the first to be informed and the first responders from SDG&E. As soon as possible, the Utility Field Commander at the scene completes

an initial assessment of the situation and the Field Dispatch Department or Emergency Operations Services personnel are notified. A larger distribution list is then contacted, including the Media On-Duty or Public information Officer.

Media may be on the scene and reporting the incident even before SDG&E representatives arrive because the media monitor police and fire department scanners so they know immediately when police or fire personnel are called out.

Many incidents reported through the Field Dispatch Department are routine investigations that show there is no SDG&E involvement or are unlikely to attract media attention. If the incident appears to involve significant damages or injuries and might attract the media or if media is already present at the scene, the Media On-Duty or designated media representative will take the lead in developing strategy and talking points for responding to the media.

If the incident attracts major media coverage and there is media on-scene, at the request of the SDG&E Utility Field Commander, an SDG&E media representative will go to the scene to respond to media who are covering the incident “live” and will coordinate with the Public Information Officer to determine the plan for responding to the media, develop and obtain approval of the messages, respond to media inquiries that come in by phone and, if the incident goes on long enough, arrange for backup coverage.

Upon arrival on scene, the SDG&E media representative will check into the SDG&E Incident Command Post and report to the Utility Field Commander.

- Check media outlets to see how the incident is being reported.
  - Scan social media, the online editions of local major media and the Union Tribune San Diego and other local papers and blogs. This often provides a gauge of how the incident will be covered throughout its duration.
- Develop and obtain approval for talking points.
  - Based on information obtained, the field media representative will develop the response to the media, in coordination with the PIO, who will obtain approvals, from Legal, and the On-Duty Utility Incident Commander (Executive).
  - Under no circumstances should the field media representative speculate on what may or may not have happened.
  - Update and distribute talking points as new information becomes available.
- Provide management, Customer Care Center and CMT/EOC responders with approved messages and media interest if appropriate.
- Determine if it is appropriate to share incident information on social media.
  - If the incident is getting major media attention or has affected a significant number of customers, it is appropriate to provide updates via Twitter.
- Determine if it is appropriate to draft an employee communication about the incident.

**Communications Team Roster** (Updated April 17, 2024)

| Name                                 | Phone      | Email      |
|--------------------------------------|------------|------------|
| [REDACTED]<br>(PIO)                  | [REDACTED] | [REDACTED] |
| [REDACTED]<br>(PIO)                  | [REDACTED] | [REDACTED] |
| [REDACTED]<br>(Media Representative) | [REDACTED] | [REDACTED] |



|                                      |            |            |
|--------------------------------------|------------|------------|
| [REDACTED]<br>(Media Representative) | [REDACTED] | [REDACTED] |
| [REDACTED]<br>(Media Representative) | [REDACTED] | [REDACTED] |
| [REDACTED]<br>(Media Representative) | [REDACTED] | [REDACTED] |
| [REDACTED]<br>(Media Representative) | [REDACTED] | [REDACTED] |

### Media Spokesperson Guidelines

For anyone who is called upon to be a corporate media spokesperson, as pre-approved by Public Information Officer, the following guidelines apply:

- Stick closely to company message points. Don't speculate or stray into other issues outside your expertise. Don't respond to hypothetical questions.
- Never say "No comment." Saying so makes you appear guilty or evasive.
- Always try to frame answers in positive terms, rather than negatives or double-negatives.
- If you don't know or are not sure, say so. Don't guess at an answer.
- Always be truthful and empathetic. This doesn't mean that you have to relay everything you know, but it does mean that the information you provide should be, to the best of your knowledge, truthful and accurate.
- In any situation requiring intervention by police, fire or other state or federal emergency services personnel, these officials should take the lead with the media. The crisis management team/Incident Command Team will be coordinating with these agencies and the company will provide comment to the media at the appropriate time.
- When discussing an incident with the media, it is important not to speculate about who's at fault, as this often becomes central to any investigation and future litigation.
- Be aware that anything you say can and should be considered on the record, regardless of what reporters promise you. Unless authorized by the Public Information Officer to speak on background, don't do so.
- Stay professional and be calm when dealing with reporters. Don't get combative or argumentative; however, it is OK to firmly correct misstatements of facts or inaccurate assumptions by reporters. Deliver your talking points and the basic facts of the situation. Maintain control of the interview.
- In any serious situation, avoid humor in your interchanges with the media. Instead, focus on demonstrating concern and empathy for the situation.
- Don't comment on others' speculation relayed to you by reporters. If you haven't directly heard or read what others have said, then you cannot verify that it is accurate and you shouldn't comment.

## **General Company Facts (boilerplate messaging)**

### **About SDG&E:**

*SDG&E is an innovative energy delivery company that provides clean, safe and reliable energy to better the lives of the people it serves in San Diego and southern Orange counties. The company is committed to creating a sustainable future by increasing energy delivered from low or zero-carbon sources; accelerating the adoption of electric vehicles; and investing in innovative technologies to ensure the reliable operation of the region's infrastructure for generations to come. SDG&E is a subsidiary of Sempra (NYSE: SRE). For more information, visit [SDGEnews.com](https://www.sdge.com) or connect with SDG&E on X (formerly Twitter) ([@SDGE](https://twitter.com/SDGE)), Instagram ([@SDGE](https://www.instagram.com/SDGE)) and [Facebook](https://www.facebook.com/SDGE).*

### **Acerca de SDG&E:**

*SDG&E es una innovadora empresa de suministro de energía que proporciona energía limpia, segura y confiable para mejorar las vidas de las personas a las que presta servicios en el condado de San Diego y el sur del condado de Orange. La empresa se compromete a crear un futuro sostenible, aumentando la energía suministrada a partir de fuentes con bajas o sin emisiones de carbono; acelerando la adopción de vehículos eléctricos; e invirtiendo en tecnologías innovadoras para asegurar el funcionamiento confiable de la infraestructura de la región para las generaciones venideras. SDG&E es una subsidiaria de Sempra (NYSE: SRE). Para obtener más información, visite [SDGEnews.com](https://www.sdge.com) o sigue a SDG&E en X (anteriormente Twitter) ([@SDGE](https://twitter.com/SDGE)), Instagram ([@SDGE](https://www.instagram.com/SDGE)) y [Facebook](https://www.facebook.com/SDGE).*



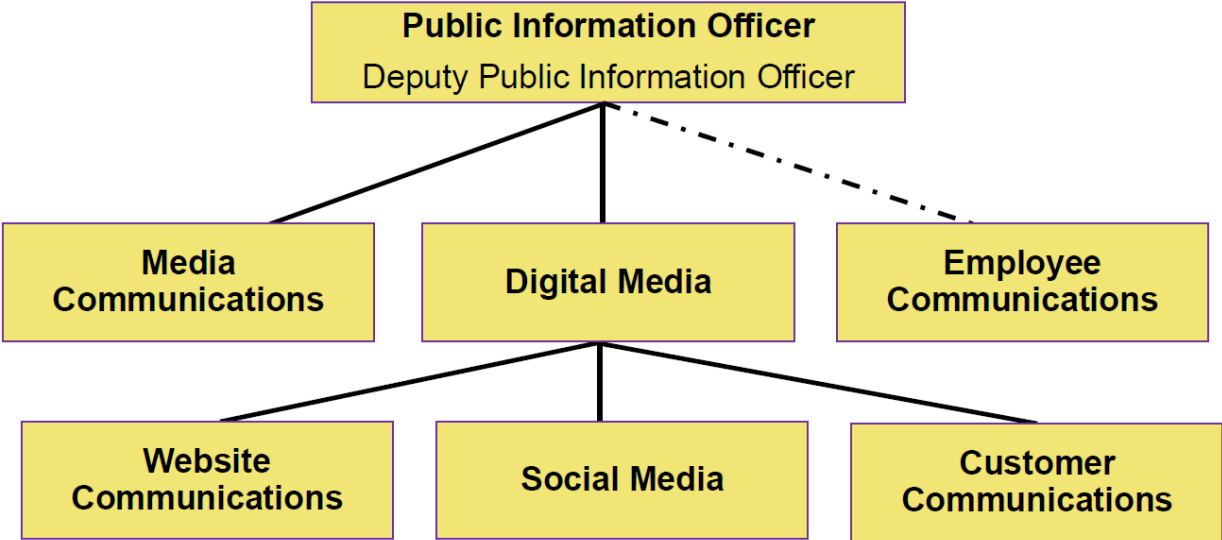
**PIO Section Checklist**  
**ACTIVATION LEVEL: 2 and above**

| Public Information Officer (PIO) Responsibilities:   |   |
|--|---|
| <p>Position Summary: The role of the Public Information Officer (PIO) is to provide OneVoice talking points for the Utility Commander of the organization(s) involved in the emergency response. The PIO is responsible for interfacing and providing incident information to be used for the public, media, internal stakeholders, other agencies, etc.</p> <ul style="list-style-type: none"> <li>▪ Reports to the Utility Commander.</li> <li>▪ Assume responsibility for safety, security and staffing needs of communications section during an emergency incident. Coordinate or maintain communications with PIOs for key agencies (CAL FIRE/San Diego County Fire Authority and local governments) as needed.</li> <li>▪ Support the Utility Commander to address Media, Social Media, Customer Communications emergency response activities, including developing and updating talking points, addressing misinformation and coordinate with the Social Media Unit to track media and social media responses.</li> <li>▪ Provide management, guidance and oversight of EOC Communications section.</li> <li>▪ Utilize the internal communications staff to facilitate Communications activities.</li> <li>▪ Communicate activities to other Section Chiefs.</li> <li>▪ Top Priorities: Develop the overall response communications strategy. Make sure the information provided about SDG&amp;E’s system and employees is <u>accurate and has gone through the appropriate approval process</u>.</li> </ul> |   |
| Section A: Getting Started   |   |
| 1.   | Check ins - Upon arrival, check in with the Utility Commander and with the on-duty communications section responders.   |
| 2.   | Check in with Section Chiefs - <i>Incident Start-up</i> : Identify Critical Media, Social Media, Employee Communications, and Customer Communications issues in working with other Section Chiefs, time permitting. <u>Note</u> : Information will also be obtained in the operational briefing which is typically within 30 to 45 minutes after EOC activation and/or start of operational period.<br><i>Shift Relief</i> : Check in with the current Public Information Officer to obtain briefing.   |
| 3.   | Microsoft Teams Channels – Log in to Microsoft Teams with company account. <ul style="list-style-type: none"> <li>▪ Ensure access to the SDG&amp;E EOC and EOC PIO Teams channels and appropriate folders</li> <li>▪ Ensure each representative in the PIO section is able to sign in and obtain access to appropriate channels and folders</li> </ul>  |
| 4.   | Meet with the PIO Section Coordinators - Provide an update based on operational briefing information. <ul style="list-style-type: none"> <li>▪ <u>Level 2 Activation</u>:<br/>Report to EOC: PIO, Social Media Coordinator and Media Communications Coordinator. Can scale up or down at of PIO.</li> <li>▪ <u>Level 3 Activation</u>:<br/>Report to EOC: PIO, Social Media Coordinator, Media Communications Coordinator, Customer Communications Coordinator. Can scale up or down at discretion of PIO.</li> <li>▪ <u>Level 4 Activation</u>:<br/>Report to EOC: PIO, Social Media Coordinator, (Media Communications Coordinator, Customer Communications Coordinator, Web Lead). Can scale up or down at discretion of PIO.</li> </ul> |

|   |   |  |
|---|---|--|
| a)  | Position Coverage – Ensure all positions needed in the PIO Section are staffed according to needs of the incident. Coordinate with Communication Section Position Leads to create a staffing schedule and make any necessary adjustments.   |  |
| b)  | Current Information – Confer with the other EOC Section Chiefs whom you will need to interact with to prepare for EOC operational briefings and as needed during the operational period   |  |
| Section B: Operational Period Briefing        |   |  |
| c)  | Utility Commander guidance and direction - Conduct assessments regarding needs based on direction from Utility Commander. <ul style="list-style-type: none"> <li>• Review the Utility Commander Briefing Checklist. Refer to Section D for additional assessment and Situation Report guidelines.</li> <li>• Consult with Social Media Coordinator to obtain update on social media strategy for the incident</li> <li>• Consult with other Section Chiefs as needed.</li> </ul>  |  |
| Section C: Assessment, Control and Mitigation |   |  |
| d)  | Type of Assessment - Determine the type of assessment needed as defined by Utility Commander and identify potential support requirements. Gather assessment information on Communications Section issues.<br>Considerations: <ul style="list-style-type: none"> <li>• What kind of emergency (i.e., natural disaster, major weather event, power outage, gas leak, cyber or physical attack)?</li> <li>• Determine which type of communication platforms and media outlets would be most effective to communicate incident information to customers.</li> <li>• Prioritize media audience: <ul style="list-style-type: none"> <li>○ Radio (San Diego's Emergency Broadcast System is KOGO-AM 600)</li> <li>○ TV</li> <li>○ Newspaper/Online News Sources</li> <li>○ Social Media (Twitter, Nextdoor, Facebook groups, bloggers etc.)</li> </ul> </li> </ul>   |  |
| e)  | Identify and Resolve Issues <ul style="list-style-type: none"> <li>• Get system status from the appropriate Section Chief as to any outages. For electric outages, included circuit, location, cause, number of customers, estimated restoration time and any other available info that would be of interest to leadership/media and EOC personnel.</li> <li>• If a PSPS incident, distinguish between PSPS related outages and non-PSPS related outages and manage communications accordingly.</li> </ul>  |  |
| f)  | Additional Considerations <ul style="list-style-type: none"> <li>• Approve all media communications, including but not limited to, media statements, advisories/news releases/talking points &amp; other content as needed.</li> <li>• Ensure review and approval by the Legal Section Chief and Utility Commander.</li> <li>• Provide approved talking points to Communications Section: Social Media Coordinator, Media Coordinator, Customer Communications Coordinator and Web Coordinator.</li> <li>• Provide approved talking points to appropriate Section Chiefs for further dissemination.</li> <li>• Keep Communications' decision log and hand off to PIO relief.</li> <li>• Manage news conference(s), when required.</li> <li>• Monitor recovery effort, prepare for "second day" follow-up &amp; ensure staffing as needed in coordination with Communications Section Unit Leads.</li> <li>• Lead "lessons learned" debriefing process post-EOC activation.</li> </ul> |  |

|  |   |  |
|--|---|--|
| g)   | Document Assessments – Provide necessary updates for the EOC Incident Action Plan.  |  |
| h)   | Follow up on and/or delegate out tasks in response to ad hoc requests that may be requested by Utility Commander or other Section Chiefs during the course of an event. Be prepared to report on status during the EOC Operational Briefing.  |  |
| i)   | Monitor Situation Updates   |  |
| <b>Section D: Periodic Updates</b>                       |   |  |
| j)   | Incident Action Plan - Review the Incident Action Plan for the current operational period. Ensure the Incident Action Plan include updates, new issues, and long-range issues (12 hours or longer). Coordinate with Communication Section Coordinators and prepare for the operational briefing to include updates on <i>incidents, bulletins, issues or concerns</i> . |  |
| k)   | Significant Events – Based on assessments, identify significant events and ensure those are recorded in the Incident Action plan for the operational period.  |  |
| l)   | Operational Period Briefings - Participate in Operational Period Briefings. Update talking points accordingly and distribute.   |  |
| m)   | Post Operational Period Briefing - Brief and communicate to the Communications Section on Operational Briefings.  |  |
| n)   | Update and post status report in Teams as necessary.  |  |
| <b>Section E: Ongoing Recovery/Restoration Processes</b> |   |  |
| o)   | Action Plans - Continue to communicate and track Communications Section action plan progress, including Social Media.   |  |
| p)   | Executing Plans - Ensure Communications Section Coordinators are identifying action items, developing and executing action plans. Manage updating appropriate logs and boards.  |  |
| q)   | Issue Resolution - Resolve issues impacting Communications Section action plans.  |  |
| r)   | EOC Activities and Information - Relay requests for assistance to/from other Sections and provide pertinent information to other Section Chiefs.  |  |
| s)   | Shift Management - Ensure PIO shift coverage. Ensure Communications Section Coordinators have identified shift coverage as well. (Refer to the Shift Management Template)   |  |
| <b>Section F: Resources</b>                              |   |  |
| t)   | Contact Phone Numbers for EOC Staff   |  |
| u)   | Satellite Phone Directory – List of all satellite phones at both SDG&E and SCG.   |  |
| v)   | Shift Schedule Example – Example of ES SL Shift Schedule management.  |  |
| w)   | Utility Commander Guidance Document   |  |

**Joint Information Center /PIO Section Organization**



## Customer Communications & Outreach

### Customer Communications



*Augmented and diverse communications tools used to inform customers before, during and after events*



#### Before Event

Year-long dedicated marketing campaigns • Multiple educational initiatives • Extensive media and journalist education effort • Power outage & preparedness videos • Messaging amplification by up to 200 CBOs • Multiple customer & CBO surveys & research • Public education In-language & accessible communications

#### During Event

Leverage 20+ diverse communications platforms • Hyper-local targeting via Nextdoor • Media & journalist outreach • PPS mobile app & radio PSAs • In-community & roadside signage & flyer distribution • Simplified PPS & Wildfire Safety webpages • Message amplification by CBOs & partners • Customer notification refinement to accommodate in-language & AFN customers • Dedicated Spanish media team



#### After Event

Follow-up customer communications via diverse platforms • Expanded customer research & solicitation of stakeholder feedback to inform future campaigns

### Public Communication & Outreach



*Multi-channel engagement strategy to educate and inform customers and general public*

**Regional Partners**

**Outbound Dialer**

**PPSP Mobile App**

**SDG&E Website**

**Community Events**

**Social Media**

**Broadcast Media**

**Digital Signage**

**Notifications**

**Med. Baseline Outreach**