

Washington State Local Jurisdiction Emergency Fuel Planning Guidance

ENERGY EMERGENCY
MANAGEMENT OFFICE

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Introduction

The petroleum fuels infrastructure comprises a complex network of heavily dependent and interdependent assets and actions, each of which is vulnerable to disruptive incidents. Natural or human-caused disruptions to any part of the refined petroleum fuel infrastructure can have significant direct and cascading impacts on an area's recovery efforts. While the petroleum infrastructure can quickly adjust to disruptions, interruptions in fuel deliveries to local markets and resulting shortages may seriously impact your organization's operations. This Local Jurisdiction Emergency Fuel Planning Guidance is intended to assist public and private sector organizations in assessing fuel dependencies and establishing policies to support the continuation of mission essential functions during fuel shortages. Additionally, this Guide discusses options for acquiring alternate fuel supplies, amending operating procedures and expanding in-house fuel management capabilities.

This Guidance is designed to dovetail with your pre-existing Business Continuity (BC) or Continuity of Operations (COOP) Plans as well as with the Washington State Fuel Action Plan. This plan is appropriate for government agencies, local jurisdictions and non-governmental organizations (NGOs) responsible for assisting areas impacted by natural or human-caused hazards. This plan is also vital for businesses who rely on fuel to maintain their business operations. Although each fuel contingency plan will be unique to an individual business or organization, following this guide will ensure your organization can interact effectively with state and local emergency response authorities, fuel vendors, critical services providers, other business partners, and trade associations.

Finally, an effective fuel contingency plan will consider these complex interdependencies between critical infrastructure as illustrated in the figure below. Although the Local Jurisdiction Emergency Fuel Planning Guidance focuses specifically on building a fuel contingency plan, a comprehensive business continuity plan may need to consider addressing other interdependent and interconnected infrastructure, services and capabilities. We recommend regular dialogue with your local, state, NGO, and private sector stakeholders throughout the plan's development to ensure this plan is accurate, effective and compatible with other plans and strategies in your area.

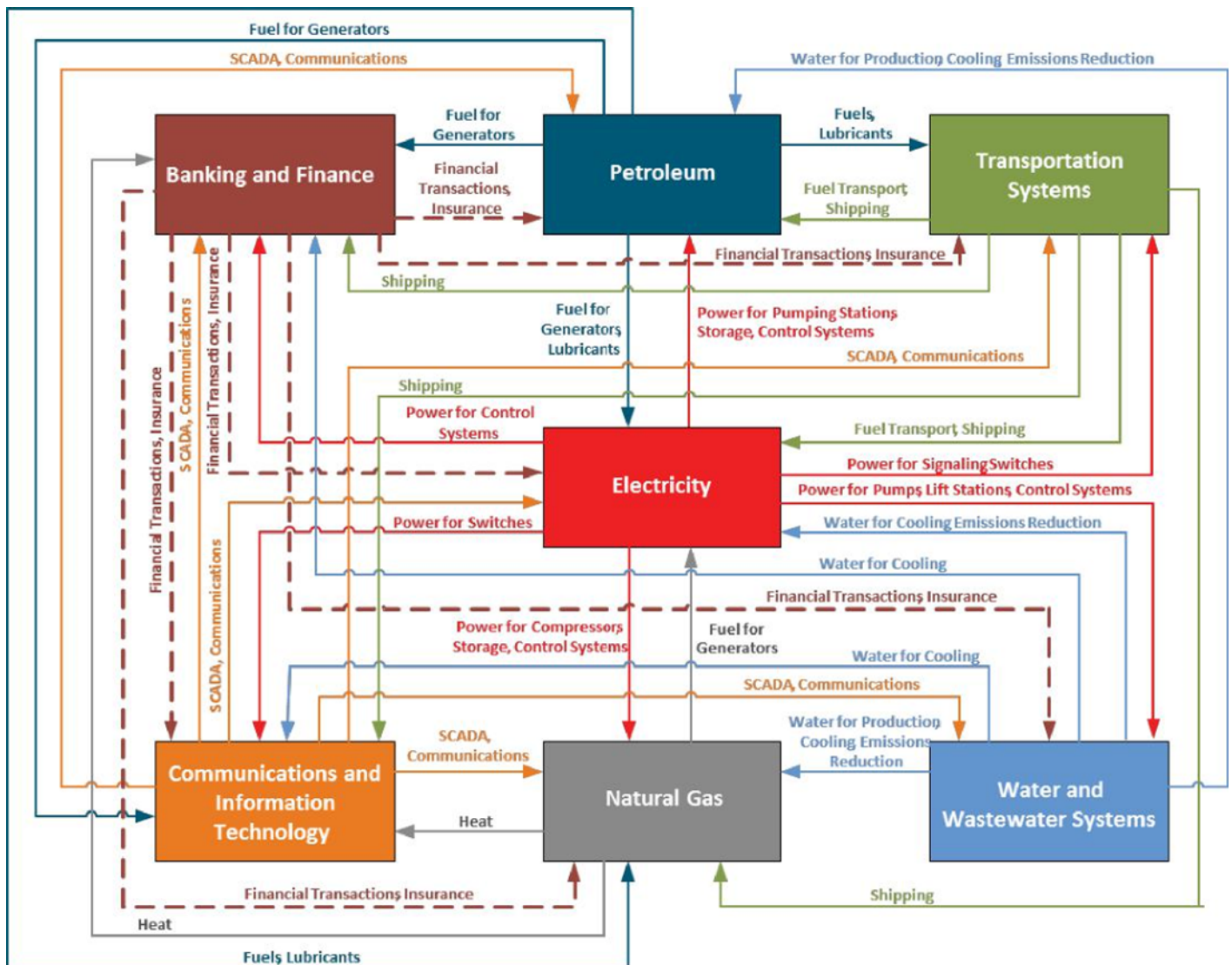


Figure 1: Interdependencies in Critical Infrastructure¹

¹ Dependencies and Interdependencies Among Critical Infrastructure; Phillips, J., M. Finster, J. Pillion, F. Petit, and J. Trail, State Energy Resilience Framework, Argonne National Laboratory, Global Security Sciences Division, ANL/GSS-16/4, Argonne, ILL, USA, 2016.

Building a Fuel Contingency Plan

The seven steps presented in this Guidance can be used to define the scope and content of an organization's fuel contingency plan. The fuel contingency plan framework under Write the Contingency Fuel Plan provides a structure to organize the information necessary for planning efforts.



1. Identify the Goals and Objectives of your Fuel Contingency Plan



Answer the following questions to help define the overall goal and objectives of your fuel contingency plan.

- Does my organization conduct mission essential functions that are essential to the lives, health, welfare and safety of the public impacted by an emergency and that must be sustained during emergencies?
- Of all the mission essential functions that must continue during an emergency, which have a fuel dependency?
- Which mission essential functions can be allowed to continue operating at a reduced rate?
- Are there other functions that need to continue during fuel shortages to preserve the market share and reputation of my organization?
- Which of my business activities can be suspended throughout the duration of a fuel shortage without long-term damage to my business?
- What is the impact on my organization's want to mitigate that loss?
- What does my organization's fuel contingency plan seek to accomplish?

Use the State of Washington Fuel Assessment Tool to support documenting mission essential functions that have fuel dependencies, and to document information on fuel burn rates for vehicles, equipment, generators and other equipment. Reach out to your fleet manager and other key personnel who manage equipment and contract

information, you can also use historical purchasing and operating records to calculate the fuel needed to support mission essential functions that will be sustained by the fuel contingency plan, their associated equipment, and the complementary activities, considering both direct and indirect fuel demands. Examples might include: transportation fuel for a delivery vehicle, fuel for essential equipment such as forklifts to load the vehicle, and generators to power lighting and heating, ventilation, and air-conditioning for warehouses and other associated and complementary activities such as communication and dispatch activities when grid power is unavailable. Include elements for a minor fuel supply disruption, major fuel supply disruption and a catastrophic disruption.

2. Develop the Logistics of Your Fuel Plan



While the primary purpose of a fuel contingency plan is to secure the necessary amount of fuel to continue mission essential functions during fuel shortages, your ability to conduct mission essential functions during and in the aftermath of emergencies will depend on a number of factors besides available fuel. Ensure the commitments contained in your fuel contingency plan are realistic.

Commitments in your contingency plan are likely to be based on one or more of these factors: the number of trained personnel expected to be available to conduct mission essential functions, the number of assets associated with mission essential functions that are expected to be available, the number of types of associated equipment assets expected to be available, the resilience of organizations that supply goods and services essential to the conduct of mission essential functions and the priority you have with those suppliers, the amount of fuel you expect to have in onsite storage tanks at any time and your ability to transfer fuel from non-essential vehicles and equipment to assets involved in mission essential functions. Your plan's commitments may need to include options for minor fuel supply disruption, major fuel supply disruption and a catastrophic disruption.

Fuel shortages can last for extended periods. Consider both your instantaneous fuel needs, as well as your fuel needs over time, and identify options for establishing fuel access procedures that are sustainable and compatible with the time frames over which you will need to replenish fuels to ensure uninterrupted core functions.

Fuel prices during a shortage are a factor in developing an emergency fuel plan. Spot market price increases are inevitable during fuel shortages. Some price increases are justified, reflective of legitimate increases in costs associated with modified and less efficient supply and distribution mechanisms put in place to address the shortage. However, the Department of Commerce monitors fuel prices and the Washington State Attorney General is responsible for investigating complaints or price gouging, and purpose enforcement of applicable state statutes and regulations.

Considering the current manner in which you secure fuel for your core functions and your current fuel management capabilities will assist you in the development of the logistics that must be included in your fuel contingency plan. Consider whether new or modified policies are necessary to complement the implementation of your fuel contingency plan. Answers to the following questions will help to determine what information or procedures need to be included.

- Determine how a reduction in fuel demands for continuing mission essential functions could be achieved through efficiency improvements while still satisfying that function's purpose.

- Consider whether individuals responsible for conducting mission essential functions will be available during and in the aftermath of a severe weather hazard or other emergency.
- Determine whether assets (e.g. vehicles, equipment, supplies, fuel reserves) essential to the conduct of mission essential functions are likely to be available during an earthquake and other hazards present in your location; determine the feasibility of relocating some of those assets based on their likely availability during and in the aftermath of an emergency. Potentially conducting a feasibility study on locations that have installed fuel reserves.
- Consider the extent to which you can reduce or eliminate other activities without irreparable long-term harm to your organizations reputation; determine priorities to continue to support life-saving and life-sustaining operations. Develop procedures for safely suspending non-essential business functions and for restarting them when feasible.
- Interaction with partner agencies, critical infrastructure partners, and private sector partners to ensure all partners and their critical resources (e.g. employees, vehicles, contractors) have proper credentials to be allowed entry into impacted areas to preform essential lifeline services or services and/or restoration of critical infrastructure. Establish emergency fuel agreements/ contracts with local fuel distributors and fuel terminals. Include replenishment intervals, requirements to deliver during times of emergency and any additional information that will be important to your organization.
 - During fuel shortages, distributors will honor firm fuel purchases contracts first, leaving only the remaining amount of fuel available for spot purchases. Fuel purchase contracts typically also include a clause identifying how and when, during shortages, a lesser volume of fuel than that specific in the contract will be provided.
- Determine your current onsite fuel storage capability and capacity along with the amount of fuel routinely maintained in onsite storage tanks. Consider a policy that requires a minimum amount of fuel to be present in onsite storage tanks at all times. Base your onsite fuel capacity on those minimum volumes, not on storage tank nameplate capacities. If your fuel contingency plan relies on fuel in onsite storage tanks, be sure you also consider the resilience of those tanks to the same types of disruptive incidents that can cause an area fuel shortage and take steps to harden those tanks as necessary.
- Determine if emergency contracts with large capacity retail providers will be feasible to support emergency operations and public needs. Identify fuel point of dispensing locations using the State of Washington assessment form. Be sure to identify locations for first responders and life-saving/ life-sustaining operations and locations available to the general public.
- Establish detailed standard operating procedures (SOPs) for each activity you expect to be conducted while your fuel contingency plan is in effect. Ensure SOPs address employee roles and responsibilities, associates safety issues and prohibitions.
- Determine if there is an opportunity to transition emergency backup power to renewable resources to reduce the dependence on petroleum products during an emergency.

3. Collect Fuel Information Required for Implementation



Use the State of Washington Fuel Assessment Tool (Excel Workbook) to support your planning efforts. Counties may also like to use the Fuel Point of Distribution (FPOD) Site Selection Guide to identify sites which can accept and distribute emergency fuel resources. These guides can be found on our website.

Successfully executing any contingency plan relies heavily on what you know, when you know it and whom you can rely on for information and support. Your fuel contingency plan should include the procedures by which you can secure necessary information to support the myriad decisions you must make. Identify relevant information and establish the processes by which you will attain and maintain situational awareness of relevant factors throughout the duration of the emergency, including tracking changes to the critical aspects of the emergency. The following types of information should be assembled and maintained.

- Develop and maintain an inventory of critical assets (e.g. vehicles, equipment, critical components [batteries]) that support mission essential functions; identify emergency replacement sources. The state's Fuel Assessment Tool will support a portion of this information collection.
- Assemble and maintain information that can help you access fuel during fuel shortages.
 - Develop emergency fuel contracts with fuel vendors, for fuel deliveries and acceptable alternative payment methods during power failures.
 - Identify fuel pod locations on primary transportation routes (state, county, city) and receive information on operational status during an emergency of fuel dispensing facilities.
 - Identify other information that can support successful implementation of your fuel contingency plan.
 - Have an understanding of what prioritization allocation an emergency fuel contract provides, how many other priority customers the vendor maintains and what if any impacts this priority list will have on your organization.
- Develop and maintain contact information for critical utility service providers, emergency fuel vendors and distributors. Other important contacts include state personnel responsible for managing the fuel aspects of an emergency response and recovery plan, county and state transportation personnel for communicating transportation infrastructure status and other suppliers or organizations that provide resources supporting your mission essential functions.
- Become familiar with state emergency plans and the state energy assurance plan, including state fuel plans or other relevant energy emergency plans. Ensure your organizational plan is in alignment with the state fuel

plan for an effective process implementing your fuel contingency plan. For example, understanding the Nine Priority Actions and how your jurisdiction will support and implement those actions during a fuel supply disruption or shortage.

- The Washington State Department of Commerce is the lead state agency for Energy Emergencies, and the Energy Emergency Management Program has the responsibility for developing the state's energy assurance and emergency plans. The Energy Emergency Management Program is also available to provide technical assistance in developing local energy emergency plans such as a fuel contingency plan.
- Identify mechanisms for accessing situational awareness information with the state and other regional partners. Identify various communication strategies that are being employed for disseminating important information to all stakeholders.
- With widespread or even localized power failures as a possibility, maintain all contact information and procedures in both electronic and hard copy form; distribute the information to key employees and the state Energy Emergency Management Program.

4. Consider Other Options



The guidance provided above is intended to support the development of a fuel contingency plan that reflects your existing mission essential functions and supporting infrastructure and presumes no fundamental changes to current operational practices. Consider refining and expanding your fuel contingency options by modifying operational practices or by introducing the options presented below.

Two types of options may be available: options that reduce fuel demands and options that modify your fuel management capabilities.

Option A for reducing fuel demands can address only mission essential functions or all functions and could be permanent changes or made effective only during emergencies involving fuel shortages. Even when permanent, these options may not eliminate the need for a fuel contingency plan and improve your organization's overall resilience to fuel shortages and delay the implementation of fuel access alternatives.

Option B involves fundamental changes to your organization's operational processes, including installation of additional infrastructure and/or new contracts or agreements with fuel vendors and other organizations that are designed to improve your priority for accessing petroleum fuel during shortages. Even if feasible, some options presented below involve a level of capital investment (potential funding opportunities are listed below in section B). Other options could be established with only a minimal administrative cost of establishing emergency procedures or replacing SOPs with more fuel-efficient alternatives.

A. Options for reducing the fuel demands of your business practices

Explore ways to improve the fuel efficiencies of your mission essential functions, including ways to minimize the fuel dependencies of your workforce.

- Consider replacing some portion of your vehicle fleet with more fuel-efficient vehicles (e.g. electric, hybrid electric, compressed natural gas). Any such changes will also introduce additional responsibilities to maintain information on the locations of resilient fueling or charging locations for your alternative fueled vehicles.
- Considering modifying your vehicle fleet to add fuel diversity – some transportation fuels may be in short supply while others are more readily available, potentially allowing for at least some portion of your vehicle fleet to continue operating.
- Encourage car-pooling arrangements among employees and/or establish flex-time work schedules to reduce the number of commuting trips required; provide incentives to support the changes and reduce any cost barrier.

- Develop teleworking practices and policies.
- Review all fuel-dependent operating procedures to identify and implement options for improving overall fuel efficiency.
- Conduct cross-training of selected personnel on core functions, maximizing the potential for qualified individuals being available to continue those mission essential functions during emergencies.
- Identify options for safely transferring fuels from non-essential vehicles and equipment to support mission essential functions.

Apply any or all of the above options to all of your operational processes, not just mission essential functions, and consider which can be in effect at all times and which will be implemented only during fuel emergencies.

B. Options involving fundamental changes to fuel management practices

Completing the state's Fuel Needs Assessment and documenting your organization's mission essential functions, aligning vehicles, equipment, and other needs to mission essential functions to allow for review of eligibility for prioritization access for petroleum fuel. Incorporating the state's matrix for fuel prioritization in your organization plan for consistency.

- Ensure compatibility of your fuel contingency plan with the emergency plans of vendors and suppliers; explore options with those vendors for establishing your business as a priority customer.
- Consider adopting a SOP that requires essential vehicles and equipment to have their fuel tanks filled at the close of each business day.
- Consider increasing or installing onsite fuel storage capability. However, when pursuing this option, remember that storage of flammable or combustible fuels requires compliance with a variety of safety and environmental regulations and may require permits from state and/or local environmental protection and fire safety authorities. Be sure to consider the impact of onsite fuel storage on your insurance premiums. Also, consider doing a feasibility study before adding onsite fuel storage to see if the location and equipment would be viable after an earthquake.
- Identify additional retail fuel vendors (e.g. large box stores with large onsite fuel storage) whom your organization might be able to obtain fuel during a fuel emergency, or partner with during a fuel emergency, ensuring that each retail vendor is resilient with respect to onsite emergency power.
- Identify options for entering into firm emergency fuel contracts for purchases and delivery. During fuel shortages, fuel distributions will give priority to existing firm contracts and make only the fuel that remains available through spot purchases.
- Consider your physical circumstances, identify other organizations (jurisdictions) in your immediate geographic vicinity (e.g. island communities after an earthquake) that might have similar fuel and power dependencies for their mission essential functions and who may be interested in coordinating a firm emergency fuel contract.

- Consider enhancing onsite emergency power generation capability if your mission essential functions (and their support functions) depend heavily on electric power. Enhancements may include installing a permanent emergency generator and fuel storage tank, modifying your facilities existing electrical infrastructure to facilitate installation of a portable generator (installing of a transfer switch), investigate hybrid generator solutions that include modular components diesel + solar + battery storage and/or modifying your facilities for inclusion of renewable energy resources for emergency backup power.

Potential funding opportunities in Washington State

Commerce's Energy Division manages Energy Grant Programs

- [Energy Efficiency and Solar Grants Program](#), funds projects for local government facilities, state agencies and other opportunities.
- [Clean Energy Fund](#), grants support the development, demonstration and deployment of clean energy technology.
- [Grid Modernization under the Clean Energy Fund \(CEF\)](#), encourages public-private partnerships and supports how utilities and communities view energy systems and resilience.

Examples of projects:

- [Avista Pullman Energy Storage](#)
- [Seattle City Light Microgrid](#)
- Snohomish Public Utility District Arlington Microgrid
- [Low-Income Home Energy Assistance Program \(LIHEAP\)](#), supports your residents and increases their individual resilience. You can include this as a resource for public education in emergency preparedness.
- The Department of Ecology manages the [Clean Diesel Grant](#), providing funds to purchase and install clean diesel technology.
- [The Infrastructure Assistance Coordinating Council \(IACC\)](#) has developed a list of potential funding opportunities that could potentially help support modifying your facilities. Some examples include:
 - [Water and Wastewater Funding Program](#)
 - [Public Works Board Recourse Catalog](#)
 - [Washington Fund Directory](#)
- Emergency Management Division [Hazard Mitigation Assistance Grants](#) are provided to Washington state jurisdictions and Tribal governments to reduce the effects of natural hazards and mitigate vulnerability to future disaster damage.
- Potential funding opportunities through Federal Emergency Management Agency
 - [Building Resilient Infrastructure and Communities \(BRIC\)](#), from the Disaster Recovery Reform Act (DRRA). The program is aimed at supporting communities by investing in pre-disaster resilience and mitigation projects.
- Through a program operated in conjunction with the Federal Emergency Management Agency (FEMA) known as the [Emergency Power Facility Assessment Tool \(EPFAT\)](#), the U.S. Army Corps of Engineers (USACE) can evaluate the emergency power requirements for critical public facilities, and certain private sector entities, and assist in the assessment of installation of appropriate transfer switches that expedite

connections to a portable emergency generator and support the deployment of an appropriated sized portable generator during emergencies.

- If you are interested in having an assessment done for a facility, please contact the Energy Emergency Management Program wa.energyem@commerce.wa.gov.

5. Write Your Plan



Completing the steps above and using the Fuel Burn Rate Assessment tool puts an organization in a position to establish its fuel contingency plan. The additional important activities outlined below will ensure that your plan will be available and in alignment with the State Fuel Action Plan. Your organization's fuel contingency plan will become an important element of your overall business continuity plan (continuity of operations plan), working together with contingency plans you develop to secure other necessary resources or support during emergencies.

Write the Contingency Fuel Plan

To effectively implement the Washington State Fuel Action Plan during a petroleum shortage, having each county, Tribe, city and other special purpose districts develop nested fuel contingency plans will be critical for implementation. Each organization's fuel contingency plan must be developed in the context of, and be compatible with and complementary to each other across the state. To ensure consistency in the state's collective response to fuel emergencies the state has developed Nine (9) Priority Actions and Priority Guidelines for Fuel Allocation that should be implemented in all of the nested plans (state agencies, Tribes, counties, cities, special purpose districts, etc.), these are provided below.

Any contingency plan must be in writing to be effective. A written plan provides a reference point for necessary actions during emergencies or disruptions and promotes your organization's resilience by providing an organizational basis of facts, information and prevailing conditions from which to adapt to, modify or overcome the existing circumstances. A plan is a flexible thing. A plan is both a reference point and a guideline for a common goal.

It is important that this plan, once completed, be approved and supported at the highest levels in your organization. The plan should state who has reviewed and approved the plan and what it was last updated and approved, it is recommended to keep a log of changes to the plan.

At a minimum, the plan should contain and be in alignment with the following outline:

- Section 1: Authorities and legal precedents.
 - Organizational policies that facilitate contingency plan implementation, including the expected or prevailing conditions that will trigger implementation of the plan.
- Section 2: Planning Overview
 - Overall goals and objectives.

- Scope and assumptions regarding how and when a fuel shortage may occur, and possible impacts to your specific organization/jurisdiction at the following levels of severity:
 - Minor fuel supply disruption
 - Major fuel supply disruption
 - Catastrophic fuel disruption
 - Procedures that will ensure the management of changes and refinements you make to your plan.
 - Roles and responsibilities to manage and implement your fuel contingency plan.
- Section 3: Critical Infrastructure
- Critical information on sources of support and locations of critical resources (including maps detailing preferred routes, where appropriate) and access procedures.
- Section 4: Fuel Allocation
- Washington State Priority Guidelines for Fuel Allocation and Distribution
- Section 5: Operations
- Washington State Nine Priority Actions
 - Detailed Standard Operating Procedures for each specific action/ role that will be undertaken in implementing the plan, including the desired or expected outcomes
 - Source and types of information that will inform your decision to activate your fuel contingency plan
 - Source and type of information that will inform your decision to deactivate your fuel contingency plan and return to normal business practices
 - Communication strategies that will inform employees, partners, state government authorities and customers on the activation, status and deactivation of your fuel contingency plan
 - Internal and external communication strategies
 - Information sources and exchanges
 - Contact information for key roles, partners, state government authorities, private sector partners who are critical for plan implementation and with whom critical information must be exchanged throughout the period when the contingency plan is in effect.

6. Distribute the Plan



Distributing a written plan to all employees will ensure they know your organizational goals and objectives; written information facilitates employee interactions as well as effective contact with key partners that can assist in the implementation of your plan during emergencies. Your plan must function in coordination with other nested plans and must function with private sector partner plans in anticipation of or during an emergency or in response to a disruption of normal conditions. Exchange contingency plans with key partners, specifically those plans that intersect with yours, and ensure the information flow in your plan is sufficient for you to maintain situational awareness of relevant conditions and the status of all intersecting plans throughout the emergency or disruption. Review information management and communication strategies contained in intersecting key partner plans to ensure compatibility with your plan; adapt and adopt as necessary to establish common platforms for information management and communication among intersecting plans.

Once your plan has been completed or updated each county will email the final document to the Energy Emergency Management Program wa.energyem@commerce.wa.gov. The program will review and provide recommendations based on a planning evaluation matrix to ensure consistency and alignment.

Train on the Plan

Ensure that all employees understand what is expected of them when implementing the fuel contingency plan. Consider training for all necessary employees to promote confidence in their assigned roles and responsibilities. Cross-train employees to ensure the availability of trained personnel to conduct activities. Ensure that all employees understand the additional safety issues that may be associated with alternative practices called for in your plan. Training on accessing critical information from various media sources may also be appropriate.

7. Exercise and Refine the Plan



As with business continuity plans and continuity of operations plans (COOP), contingency plans are not static but rather attain maximum effectivity through the process of continuous improvement. Conduct periodic exercises of your plan, both internal to your organization and in concert with external partners, establishing mechanisms for receiving feedback from all participants. Government organizations continuously test the effectiveness of their emergency plans to gather information that supports plan enhancements. Those exercises can be tabletop exercises, drills, functional exercises or full-scale exercises.

Whenever possible, include the private sector and special purpose districts (e.g. utilities, airports, etc.) as stakeholders to enhance participation and plan refinement activities and effectiveness of your plan. Engage with private sector companies that provide resources and critical support to the success of your plan to periodically evaluate plan compatibility. Use the experiences of exercising your plan to make modifications or refinements following established “management of change” procedures, and distribute the resulting amended plan to employees and external partners. Schedule exercises of your plan after any modification or fundamental business practices or infrastructure modification.

Exercises, whether tabletop or full-scale, provide the experiences and information needed to refine your plan to ensure its feasibility, practicality and effectiveness. However, even as they are executed, plans may also need to be flexible and capable of being revised “on the fly” as emergencies evolve and factors affecting fuel availability and accessibility change. For example, access to your primary fuel vendor may be initially impossible because of damage to highway infrastructure – but access may be re-established once temporary infrastructure repairs are completed but while the larger fuel shortage condition is still in effect. Throughout the emergency or duration of a fuel shortage, maintain continuous situational awareness using your selected information sources and be prepared to make appropriate changes to your efforts to access fuel in response to changing conditions.

In addition to necessary updates indicated by exercise, review and update your fuel contingency plan at least every two years or when there have been changes in core functions or operations that would affect fuel usage.

Appendix A: Washington State Nine Priority Actions

| Action 1 | Action 2 | Action 3 | Action 4 | Action 5 | Action 6 | Action 7 | Action 8 | Action 9 |
|-----------------------------------------|--------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------|
| Notification Activation and Authorities | Public Information | Damage Assessment | Assess Fuel Needs & Determine Priorities | Fuel Conservation Measures | Temporary Waivers | Fuel Allocation | Outside Assistance Fuel Supply | Recovery |
| Initial Notifications | Public Facing information (website, etc.) | Assess impacts to petroleum infrastructure | Assess fuel availability in Washington | | | Review & approve/deny fuel requests (ESF Primary State Agencies, Counties, & Tribes) | (Fuel Task Force) | Allocate fuel to support recovery activities |
| Activation of ESF 12 | Public Information Campaign – social media | Estimate timeline for repairs | Assess state ESFs, counties, tribal, and critical infrastructure fuel needs | Issue voluntary fuel conservation measures | Obtain temporary environmental, operational, and safety waivers as needed to ensure the timely delivery of fuel | Allocate fuel to approved state agencies, Counties, Tribes, critical infrastructure, essential services | Identify & obtain fuel source | State Recovery Coordinating Activities – RFS |
| Succession & Authorities | News conferences | Provide fuel sector info & status updates | Determine state & regional fuel priorities | Issue mandatory fuel conservation measures | | Odd/Even Fuel Allocation | Identify viable fuel delivery options into Washington | Governor's Cabinet |
| | Telephone Information Center | Critical Transportation Infrastructure (Roads, Bridges, Airports, etc.) | Governor's Cabinet | | | | Identify viable options for dispensing fuel | Terminate fuel recovery activities as appropriate |

Red boxes show Coordination with the state & implementation actions by jurisdictions

Appendix B: Washington State Priority Guidelines for Allocation and Distribution of Petroleum Fuel

| First initial assessment of priorities (12 hours) will address the four (4) critical lifeline sectors (Transportation, Energy, Water/Waste water, Communications) | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Priorities | Emergency Response & Lifeline Critical Infrastructure | Critical Infrastructure / Facilities & Essential Services | Community Functionality/ Hardship |
| Definition | <ul style="list-style-type: none"> Emergency response is any systematic response to an unexpected or dangerous occurrence. The purpose of the response must include actions to mitigate the impact of an incident on human life, property and the environment. Essential Services includes those services if interrupted would endanger the life, health or personal safety of the whole or part of the population. | <ul style="list-style-type: none"> Systems and/or facilities, whether physical or virtual, so vital to the U.S. that the incapacity or destruction of such systems and/or facilities would have a debilitating impact on security, national economic security, national public health or safety or any combination of those matters. The follow make up the critical infrastructure: Water, Agriculture and Food, Public Health, Emergency Services, Telecommunications, Energy, Transportation, Banking and Finance, Postal and Shipping and Chemical and Hazardous Materials. | <ul style="list-style-type: none"> This is intended for general public use including retail gas fueling stations for communities experiencing a hardship not related to life safety and/or life sustaining services. The hardship must be more than mere inconvenience and the inability to pay for fuel must not be the only factor. Undue hardship is determined on a case-by-case basis, via an application for a decisions making process and an appeals/oversight process. |
| Core Capability | <ul style="list-style-type: none"> Operational Coordination Public Information and Warning Critical Transportation Fire Management and Suppression On-scene Security, Protection and Law Enforcement Operational Communications Public Health, Healthcare and Emergency Medical Services | <ul style="list-style-type: none"> Infrastructure Systems Environmental Response/ Health and Safety Logistics and Supply Chain Management Public Health, Healthcare and Emergency Medical Services | <ul style="list-style-type: none"> Community Resilience Health and Social Services |

Appendix C: Template Outline for an Emergency Fuel Plan

Purpose

Briefly describe the purpose of this plan.

Example: The purpose of this plan is to outline a concept of operations for (type and scope of organization city/county/Tribe/state agency) and identify roles and responsibilities for managing fuel during a situation where fuel supply is curtailed or disrupted. It establishes policies and procedures to minimize the impact of the fuel shortage on (type and scope of organization city/county/Tribe/state agency) emergency response capabilities and operation of mission essential functions.

Situation and Assumptions

Provide a brief discussion of your state & county's vulnerability to earthquakes, landslides, and severe flooding, and the potential for such incidents to disrupt the delivery of liquid petroleum transportation and energy fuels.

- Discuss other incidents and conditions not related to weather or natural hazards (e.g. interruptions in refinery operations, physical damage to infrastructure) that could result in regional or even statewide fuel shortages.
- Discuss the manner and timing by which statewide or regional fuel shortages will impact business practices. Describe the business practices or infrastructure modifications already in place designed to mitigate or forestall the onset of such impacts.
- Discuss the fuel consumption of local government such as fleet operations during normal operations, and include assumptions on fuel consumption during emergency operations.
- Include any statutes or ordinances that are specific to your organization. You can contact the Energy Emergency Management Program for questions regarding RCWs and WACs.
- Include any assumptions available based on the vulnerabilities or threats captured above.

Concept of Operations

Show the relationship of this contingency plan to your organization's comprehensive continuity of operations plan (COOP) or business continuity plan (BCP), if you have one, showing how this contingency plan supplements the COOP or BCP plan by providing details on how certain critical functions can be sustained during emergencies.

- Describe the ultimate goal of this plan as securing fuel to allow continuation of mission essential functions throughout the duration of the fuel shortage.
- Describe the response operations for the following types of fuel supply disruptions (Minor Fuel Supply Disruption, Major Fuel Supply Disruption and Catastrophic Fuel Disruption). Each should capture the following information.
 - Mission essential functions that will be supported by this plan and whether they will operate at their rated capacities or some reduced rate.
 - Operational functions that will be suspended during fuel shortages to conserve fuel.

- Other modifications to operating practices that will be undertaken when this contingency plan is executed, including actions to reduce overall fuel demand or otherwise mitigate the impact of a fuel shortage on business practices.
- Tactical objectives that will be pursued to satisfy the plan's goal.

Identify other organizational plans with which this plan will interact; identify requirements of this plan that could be deferred to directives and information already provided in a comprehensive COOP or BCP or in other contingency plans that supplement that COOP or BCP. For example, emergency contact information for all employees called for in this contingency plan could be referred to a COOP or BCP list that already contains that information.

Policies

Briefly include any policies internal or external that will either direct how your organization will plan for a fuel emergency or supply disruption, or policies that will be implemented to support the plan implementation (e.g. policies could include telework and flex time strategies for employees and carpools).

- Describe the process by which certain business functions will be suspended during fuel shortages to reduce overall fuel demands and how they will be subsequently restarted once the fuel shortage is resolved.
- Describe the process and authorized fuel purchases that can be made under this plan.

Plan Activation and Applicability

Emergency Fuel Management System

How your specific organization chooses to manage fuel will be dependent upon your specific organization's needs and responsibilities? Not all organizations will have the ability to develop all areas of an Emergency Fuel Management System, please only include those items that will be used by your organization.

- Provide a brief description of who has authority and how authority will be implemented (e.g. The Board of County Commissions (BOCC) normally uses an emergency declaration).
- Suggest to include specific issues be address about fuel to support your organization's Emergency Fuel Management System. BOCC may direct that an emergency fuel reserve be established to ensure mission essential functions can be provided, including in an emergency declaration to specify the types and quantities for fuel reserves be established).
- Briefly describe when the Emergency Fuel Management System will be activated and what your system will do (e.g. monitor, controlling and allocating emergency fuel during a minor/major/catastrophic fuel shortage or disruption).
- Include your organization's objectives and how the system is administered (e.g. the objective is to minimize the impact of fuel shortages on critical response services, mission essential functions and infrastructure activities. The system is administered through a public-private partnership of fuel providers and users).

Below are suggestions on how to manage your Emergency Fuel System and elements to include for planning, response and recovery. Each of these sections could be made into job aids.

Fuel Advisory Committee

Briefly describe who the members of your organization's fuel advisory committee are. These are internal and external partners that have been included in the planning phase and will be impacted by the implementation of an emergency fuel system

Emergency Fuel Reserve/ Emergency Fuel Delivery Contract

Briefly describe the types of agreements your organization has with local fuel providers, local fuel retailers, etc. Include when you would activate these contracts. Include copies of your contracts in an appendix for references.

- As applicable for your organization, briefly describe how and who has the authority to implement an Emergency Fuel Reserve, how will the types and quantity be determined (e.g. diesel, unleaded, etc.).
- Indicate who will be able to receive fuel from the emergency fuel reserve, who will administer the tracking of fuel (e.g. fuel dispatch center, fleet operations) and who is supporting the fuel delivery, what agreements will be implemented and where the fuel point of distribution(s) are (e.g. private fuel retail location, organization owned fuel storage, etc).
- Include agreements in place for the acquisition of emergency power.
- Identify other organizations with whom agreements are in place for emergency access or equipment or critical inventory items.

Fuel Dispatch Center (operated by county fuel contractor)

Briefly describe who serves in this function and what their primary roles are when the emergency fuel system is activated.

Fuel Points of Distribution

Briefly describe what a Fuel POD is, how your organization selected those locations and when the Fuel POD are locations activated.

- If there are primary Fuel POD locations include them in your plan [However, the specific location for fuel delivery ordered from the state must be coordinated with Emergency Support Function 12 (Energy) and Emergency Support Function 7 Logistics each time a fuel request is approved and a corresponding fuel delivery scheduled].
- In addition, briefly describe who will have responsibility for the security of the Fuel POD location.
- If there are agreements or contracts in place include a statement about how they will be implemented and monitored and include the process for resources requests about Fuel POD location operations and security.

Fuel Allocation Priorities

- Washington state has provided Fuel Priority Guidelines and it is the responsibility of each organization to follow those that will best serve their organizational responsibilities.
- Briefly describe who and how your organization has pre-identified organizations and/or agencies that are included in your organization's fuel allocation priorities.
- (Examples: fuel transportation and distribution, utility damage assessment and system restoration; fire suppression; emergency medical; healthcare; emergency communications; debris removal; security).

Return to Normal Business Operations

Briefly describe how your organization will return to normal operations once the fuel emergency or supply disruption has been resolved.

Organization and Assignment of Responsibilities

- Identify senior management individuals who have the authority to make decisions under this plan.
- Describe the training that will be undertaken to ensure employees understand and can conduct their duties safely during the implementation of this plan; include, especially, cross-training of select individuals to ensure the availability of trained staff to conduct core functions under the auspices of this plan.
- Identify and provide specific task assignments for each of the roles your organization (the listed provided is only an example) is going to implement for the Emergency Fuel System. These can be used as job aids as well.
- Task Assignments
 - County Commissioners
 - County MAC Group
 - County Emergency Management
 - County Emergency Operations/ Coordination Center (EOC/ECC)
 - County Departments/Cities/Participating Community Partners
 - Fuel Advisory Committee
 - Fuel Dispatch Center (county fuel contractor)

Direction, Control and Internal Communication

- Identify who has direction and control of implementing the fuel contingency plan and operations.
- Identify any changes to normal operating procedures (e.g. fuel dispatch center is an operational unit that will report to the EOC Logistics Section and accountable to them for management of the emergency fuel reserve).
- Identify the methods by which important situational awareness information and information regarding this plan's implementation will be exchanged between management and employees during and in the aftermath of a fuel disruption; list all communication strategies that may be employed.
- Identify the information employees are obligated to convey to senior leadership.
- Refer to the communication strategies that may be outlined in your organization's COOP or BCP
- Indicate how employees will communicate with fuel vendors and other external sources of support (e.g. utility providers).

Administration and Maintenance

- Briefly discuss who is responsible for developing and maintain the plan. Identify which partners are included in the development and review of the plan.
- Briefly discuss how often the plan will be reviewed and how the process for recommendations of revision are processed.
- Briefly discuss who and how additional procedures and training for employees will be carried out.

References

Include documents you used to develop your fuel contingency plan.

Appendices

- State Fuel Request Form (will be created and coordinated between ESF 12 & EMD & distributed when available)
- SOP Emergency Fuel Management System
- Emergency Fuel Contracts and/ or Memorandum of Agreement (MOA)
- Projected Fuel Consumption (Fuel Assessment Tool)
- Critical Facilities Back-up Power Capabilities (Fuel Assessment Tool)
- Fuel Points of Distribution (Fuel Point of Distribution Assessment Form & Fuel Assessment Tool)
- Gasoline Inventory/ Storage Data
- Diesel Inventory/ Storage Data
- Public Information Templates
- List of Regulatory Waivers to request from the state
- Others as needed