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*Preparing the Pumps-Fuel Point of Distribution  
Fuel Management Workshop Exercise  
2023 Exercise Series*

Situation Manual

April 17, 2023



The Situation Manual provides players the information they need to participate in this exercise. It includes an exercise overview, objectives and aligned capabilities, roles and responsibilities, logistics, schedule, and communications plan. All exercise participants may view this document.

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## **EXERCISE OVERVIEW**

<b>Exercise Name</b>	<i>Preparing the Pumps-Fuel Point of Distribution Workshop</i>
<b>Exercise Dates</b>	April 17, 2023
<b>Scope</b>	This 120 minute workshop exercise, hosted virtually will provide Multnomah County, and our local fuel response partners, the opportunity to develop the Fuel Point of Distribution, a component of Emergency Support Function #12 and its capabilities.
<b>Focus Area(s)</b>	Response
<b>Capabilities</b>	Operational Coordination, Infrastructure Systems
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Multnomah County Fuel Partners will develop a Fuel Point of Distribution organizational structure,</li> <li>2. Multnomah County Fuel Partners will develop a traffic flow plan for Fuel Points of Distribution,</li> <li>3. Multnomah County Fuel Partners will develop the accountability and fuel tracking system at a Fuel Point of Distribution</li> </ol>
<b>Threat/Hazard</b>	<i>None</i>
<b>Scenario</b>	<i>None</i>
<b>Sponsor</b>	Multnomah County Office of Emergency Management (MCEM)
<b>Participating Organizations</b>	A participants list can be found in Appendix B.
<b>Point of Contacts</b>	Robert Quinn, Exercise & Operations Specialist Multnomah County Emergency Management <a href="mailto:Robert.quinn@multco.us">Robert.quinn@multco.us</a>   503-307-4129

## GENERAL INFORMATION

### Exercise Summary

*Preparing the Pumps-Fuel Advisory Committee Workshop #1* is the first component in the Multnomah County 2023 Fuel Management Series. This series is designed for Multnomah County to further develop, validate, and implement the existing Fuel Management Program. This Exercise Series includes the following events:

- ~~*Preparing the Pumps-Fuel Advisory Committee Workshop #1 – March 30*~~
- *Preparing the Pumps-Fuel Point of Distribution Workshop #1 – April 19*
- *Preparing the Pumps-Fuel Dispatch Center Workshop #1 – April 20*
- *Preparing the Pumps-TTX or FSE – June 15*

As part of the County Integrated Preparedness Plan (IPP), Infrastructure Systems has been identified as a key priority focus area for emergency management-related work through June 2024 (Fiscal Year '24). The further development of the County Fuel Management Plan, in collaboration with county-wide partners, allows us to take steps forward within this topic.

### Plan Background

The County Fuel Management Plan was written in coordination with three (3) other regional partners to include: Clark County, Clackamas County, and Columbia County via grant funded support through the Urban Areas Security Initiative (UASI). This project built off the success of Washington County to develop their fuel management capabilities in mid-2010s, encouraging the other Portland Metropolitan Area counties to build theirs.

Although delayed by the COVID-19 pandemic, the four collaborating counties spent much of 2021 developing the outline and content of this plan. The supporting contractors assisted with hosting coordination and collaboration sessions, conducting research and interviews with local partners to build local fuel-related data, and completed much of the writing for the base plan. The final phase of the plan writing process ended in the spring of 2022, turning over full responsibility to the County governments.

In March 2022, Multnomah County hosted a Plan Seminar to share the Final DRAFT with local partners that were not engaged directly in the planning process, and request feedback. Following a two-week review period, the Office of Emergency Management updated the document to produce the Version 1 Final Plan.

Version 1 of the Plan then required further development and validation through exercise events, and in July 2022 Multnomah County hosted *Fuel Day*, a full-day exercise event that included two components:

1. *Prepare the Pumps-Refinement Tabletop Exercise (4 Hours)*
2. *Prepare the Pumps-Development Workshop Exercise (2 Hours)*

*Fuel Day* brought together 40 individuals from 18 organizations representing local, regional, and state partners. This Event was followed by an After-Action Report and Improvement Plan (AAR-IP) that transitioned into the Fuel Management Work Plan for the next 18 months.

In September 2022, the Regional Disaster Preparedness Organization (RDPO) hosted a regional tabletop exercise event as the final element of the Fuel Management project with supporting

contractors. This exercise brought over 100 regional and state partners together to further refine and validate components of their Plan. As of December 2022 no AAR-IP has been developed, however those findings will be integrated with the County Fuel Management Work Plan.

## **Exercise Scenario**

*This workshop event does not require a scenario.*

## **Exercise Objectives and Capabilities**

The following exercise objectives in Table 1 describe the expected outcomes for this exercise. The objectives are linked to Federal Emergency Management Core Capabilities, which are distinct critical elements necessary to achieve specific mission area(s). The objectives and aligned capabilities were guided by the Exercise Planning Team.

<b>Exercise Objective</b>	<b>Core Capability</b>
1. Multnomah County Fuel Partners will develop a Fuel Point of Distribution organizational structure,	Infrastructure Systems
2. Multnomah County Fuel Partners will develop a traffic flow plan for Fuel Points of Distribution,	Operational Coordination & Infrastructure Systems
3. Multnomah County Fuel Partners will develop the accountability and fuel tracking system at a Fuel Point of Distribution	Operational Coordination & Infrastructure Systems

*Table 1. Exercise Objectives and Associated Capabilities*

## **Workshop Products**

1. Fuel Point of Distribution (FPOD) Organizational Structure: Module 1 will develop the DRAFT organizational structure for an FPOD. This organizational structure will be implemented at the June 15 Fuel Day Full-Scale Exercise.
2. Fuel Point of Distribution (FPOD) Traffic Flow Plan: Module 2 will develop the vision or strategy for how to address traffic flow at FPOD locations. The intent here is to have general guidance for any FPOD location, and consider the specific site to be used during the June 15 Fuel Day Full-Scale Exercise.
3. Fuel Point of Distribution (FPOD) Accountability & Fuel Tracking Tools: Module 3 will develop the strategy and tools to track who is entering an FPOD to receive fuel and how much they were provided. This guidance and tools will be tested at the June 15 Fuel Day Full-Scale Exercise

**All of which create**

4. The tools and processes to be used at the June 15 Cascadia '23 Fuel Day.

## **Exercise Timeline**

<b>Agenda Item</b>	<b>Timeframe</b>
Introduction & Welcoming	2:00 – 2:10
Module 1: FPOD Organizational Structure	2:10 – 2:45
Module 2: FPOD Traffic Flow Plan	2:45 – 3:15
Module 3: FPOD Accountability & Tracking	3:15 – 3:45
Process Learning Session (Hot Wash)	3:45 – 4:00
End Exercise	4:00

*Table 2. Workshop Agenda*

## **WORKSHOP DISCUSSION QUESTIONS**

### **Module 1-Objective #1 Actions (Organizational Structure)**

*Develop DRAFT organizational structure for an FPOD.*

- What type of positions are critical to operating at fuel site day-to-day?
- How would that organizational structure transition to an emergency environment?
  - Identify specific roles
- Develop the DRAFT organizational structure for the June 15 Fuel Day, including specific names of participants or positions to ask.

### **Module 2-Objective #2 Actions (Traffic Flow Plan)**

*Develop the vision or strategy for how to address traffic flow at FPOD locations.*

- What are the critical components of a traffic flow
  - Example. ingress location, egress location, check-in site
  - Are there best practices for fueling stations related to traffic flow?
- Build out a DRAFT traffic flow plan for the Stanton Yard in preparation for the June 15 Fuel Day.
- How could bulk fuel deliveries be integrated into Traffic Flow?
  - Consider gasoline, diesel, and propane deliveries
  - How would we store these resources?

### **Module 3-Objective #3 Actions (Accountability & Fuel Tracking)**

*Develop the strategy and tools to track who is entering an FPOD to receive fuel and how much they were provided.*

- How can an FPOD ensure that those receiving fuel align with the priorities and fuel allotment established by the Fuel Advisory Committee and/or Response Leadership?
  - a. What information is needed to ensure this?
  - b. What tools are necessary to support accountability?
- How can fuel be tracked on-site at the FPOD on a recurring basis?
  - a. Using a digital system, and then using a redundant system without internet.

## **POST-EXERCISE ACTIVITIES**

### **After-Action Process**

As this is a workshop exercise event, there will be no After-Action Report and Improvement Plan (AAR-IP). Post-exercise, the MCEM will lead an After-Action Process to update the current FPOD-related content and content in the County Damage Assessment Plan Version 1. This process will use the following timeline:

- Workshop Process Learning Session (Day Of): At the conclusion of the workshop discussions, the Lead Facilitator will lead a Process Learning Session to allow participants to discuss operational strengths and areas for improvement related to their the FPOD. Findings from this Session will be directly integrated into the DRAFT workshop product that will be distributed to all participants.
- DRAFT Workshop Product Share (7-10 Days): The MCEM will share the DRAFT workshop product developed during this time with all participants for a 7-10 day revision period. This revision period is meant for those that engaged in the conversation to review the developed product to ensure the necessary content was captured and detail where gaps remain.
- Final Workshop Products Shared (21-30 Days): The MCEM will share the final workshop products with the participants no more than 30 days following the event that will include updates from the revision period and a Strike Team-specific action plan.

## **PARTICIPANT INFORMATION AND GUIDANCE**

### **Players Instructions**

Players should follow certain guidelines before, during, and after the exercise to ensure a safe and effective exercise.

#### ***Before the Exercise***

- Review the Workshop Situation Manual and send any questions to the lead point of contacts listed on page 2.
- Sign in upon arrival to the exercise event, registration will take place via the chat, please include: name and organization.

#### ***During the Exercise***

- This exercise is used as a work session to develop processes, tools, and action items – the Exercise Planning Team encourages open dialogue and collaboration to put these products together for each organization.

#### ***After the Exercise***

- Participate in the process learning session with the Lead Event Facilitator.
- Review and revise the provided workshop products to support any further refinement in the build-up to Cascadia '23 Fuel Day.

## APPENDIX A: EXERCISE PARTICIPANTS

Participating Organizations
<b>Multnomah County</b>
<ul style="list-style-type: none"><li>• Office of Emergency Management (MCEM)</li></ul>
<b>Community Partners</b>
<ul style="list-style-type: none"><li>• City of Portland – Fleet</li></ul>
<ul style="list-style-type: none"><li>• City of Gresham</li></ul>
<ul style="list-style-type: none"><li>• City of Wood Village</li></ul>
<ul style="list-style-type: none"><li>• City of Troutdale</li></ul>
<b>State &amp; Regional Partners</b>
<ul style="list-style-type: none"><li>• State of Oregon Department of Energy</li></ul>

*Table 3. Exercise Participants*

