Joint State / Federal / Private Sector Collaborative Planning Effort

NASEO Discussion Based TTX Informational Briefing

September 30, 2016
Under the Cover of Your Participant Handbook

CONTENTS - Page 4

- Agenda - Page 5
- Introduction (Purpose, Scope, Integrated Key Concepts) - Page 6
- Exercise Core Capabilities and Objectives - Page 7
- Exercise Scenario "SoCal Catastrophic Earthquake“ - Page 11
- Critical Information Requirements (CIRs) – Page 18
- Essential Elements of Information – Page 19
- Concept of Operations (CONOPS) by Phase – Page 20
- Initial Fuel Infrastructure Damage Report – Page 27
- California Emergency Transportation Fuels FS Analysis – Page 29
- California Formal Fuel Set-A-Side Program (FSAP) – Page 37
- Fuels MAC Group Decision Making Process – Page 38
- Logistics Supply Chain Management System CIRs – Page 40
- SOC Incident Management/Incident Action Planning – Page 41
- Discussion Based TTX Questions 42

Appendices  A-Maps, B-Hot Wash Process, C-Glossary

Ref: Page 4
Participant Handbook
**Agenda**

- Welcome and Introductions
- Exercise Objectives to Improve Core Capabilities
- Background - Southern CA Earthquake Risk
- Operational Planning Overview/Scenario
- Major Impacts
- SOC Initial Planning Objectives
- Information Collection Plan/Situational Awareness
- Direct Impacts to Western States Fuel Flow
- Fuel Infrastructure Damage
- Multi-Agency Coordination Group Decision Making Process
- Open Discussion to the MAC Decision Making Process
- Public and Private Partnerships
- Best Practices and Lessons Learned
- Hot Wash
- Adjourn
Exercise Objectives to Improve Core Capabilities

- **Planning** - Conduct a systematic process engaging appropriate stakeholders to meet defined goals and expectations.

- **Situational Assessment** - Provide all decision makers with relevant information regarding the nature and extent of the incident, cascading effects, and status of the response.

- **Operational Communications** - Ensure the capability to communicate with both emergency management, response and support functions (internal/external) and affected/impacted areas.

- **Operational Coordination** - Establish and maintain a coordinated operational structure that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Southern California Earthquake Probability

A 99% probability in the next 30 years of having a magnitude 6.7 or greater quake causing extensive damage.

22 Ground Motion Prediction Models

Southern California Complex Fault System

Multi-Agency Coordination
Background - Southern CA Earthquake Risk
Planning strategy based on a range of earthquake risks in Southern CA.
Catastrophic Response Planning
Southern California Catastrophic Earthquake Response Plan

Operational Planning Overview

Scenario

Twelve OA's Directly Impacted:
- Imperial County
- Inyo County
- Kern County
- Los Angeles County
- Orange County
- Riverside County
- San Bernardino County
- San Luis Obispo
- San Diego County
- Santa Barbara County
- Tulare County
- Ventura County

7.8M Southern San Andreas Earthquake

Fault Rupture
Approximately
200 miles

Salton Sea Epicenter

LEGEND
Earthquake points
- 3 <= Mag <= 5
- 5 < Mag <= 7
- 7 < Mag

Shakemap (Intensity)

- I (Not Felt-Clear)
- II – III (Weak)
- IV (Light)
- V (Moderate)
- VI (Strong)
- VII (Very Strong)
- VIII (Severe)
1,800 deaths
53,000 injuries
300,000 buildings significantly damaged (1 in 16)
1,600 ignitions requiring a fire engine, 1,200 exceed capability of first engine response
542,000 individuals require mass care and shelter, to include those with access, functional and other special support needs. This includes 10% (50,000+) toddlers and infants
2.5 million individuals shelter-in-place and need basic resource support (e.g., food and water)
267,000 displaced household pets
4,500 rescues
$213 billion estimated damages
State Operations Center (SOC)
Initial Planning Objectives E+2 hrs

1. Support the safety and security of all first responders and the public.
2. Provide support to health and medical services for survivors as required.
3. Conduct rapid needs assessment to prioritize and execute patient evacuation and movement.
4. Reduce hazards by suppressing fire and contain hazardous materials.
5. Conduct rapid needs assessment to provide and execute patient evacuation and movement.
6. Conduct rapid needs assessment for critical infrastructure/key resources.
7. Conduct rapid needs assessment to provide mass care and accessible shelter operations to include animals.
8. Develop robust incident management organizations to optimize lifesaving operations.
9. Conduct mass fatality operations.
10. Develop and implement a joint strategic information communications plan to disseminate and create accessible and actionable public messaging.
11. Identify, prioritize and conduct debris removal and clearance operations.
12. Prioritize and re-establish critical lines of movement (multimodal).
13. **Establish emergency power and fuel lines of supply.**
14. Conduct rapid needs assessment to identify critical environmental risks and impacts.
SOC Information Collection Plan

Each piece of data is gathered and synthesized together to create usable information (Hot Sheet/Situation Report (SITREP), Executive Summary or ArcGIS Map Journal Common Operational Picture (COP). Each emergency functional element should continually obtain feedback on the information reported or disseminated to ensure that the information being provided is accurate and useful.
Direct Impacts to Western States Fuel Flow

1. Foreign Imports into Northern California
2. Foreign Imports into Southern California
3. US Gulf Coast Imports into Northern California
4. US Gulf Coast Imports into Southern California
5. Ship/berge - San Francisco to Los Angeles
6. Ship/berge - San Francisco to Portland
7. Ship/berge - Washington to San Francisco and Los Angeles
8. Kinder Morgan - San Francisco to Chico
9. Truck - Chico into Southern Oregon
10. Kinder Morgan - San Francisco to Reno
11. Kinder Morgan - San Francisco to Fresno
12. Kinder Morgan - Bakersfield to Fresno
13. Truck - Imperial Terminal to Western Arizona
14. Kinder Morgan - Los Angeles to Las Vegas
15. Kinder Morgan - Los Angeles to San Diego
16. Kinder Morgan - Los Angeles to Imperial
17. Kinder Morgan - Los Angeles to Phoenix
18. Kinder Morgan - El Paso to Phoenix
19. Kinder Morgan - El Paso to Tucson
20. Longhorn Pipeline (Magellan Midstream Partners, L.P.)
21. Ship/berge - San Francisco to Eureka
22. UNEV - Salt Lake City to Las Vegas
23. Foreign Exports from Southern California
24. Foreign Exports from Northern California

Immediate Impacts to 15 Fuel Flow Distribution and/or Conveyance Systems

Ref: Page 27
Participant Handbook
Situational Assessment - Fuel Infrastructure Damage

- Chevron El Segundo Operating ALL other Refineries are DOWN.
- Terminals are DOWN
- Significant damage to SoCal pipeline infrastructure (leaks, fires, etc.)
- For Southern California resource <40% of on-site inventory is available or accessible (dependent on status of the power infrastructure)
- UNEV Pipeline is down that supplies 60,000 barrels per day impacting Nevada, Utah, and Arizona (down time estimates 42 days).
- Northern California resources at the time of the event are the only reliable source of inventory for 7 days.
- Key delivery options will be impacted by road situation around the disaster area.
Fuels – Multi-Agency Coordination Group Decision Making Process

MAC Group Functions

1. **Provide Situation Assessment**
   - Gather decision support information
   - Maintain Situational Awareness and a Common Operational Picture

2. **Incident Priority Determination**
   - Look at timely resumption strategies to free up critical fuel resources

3. **Critical Resource Acquisition and Allocation Based on Operational Need**
   - Determine specific IC/UC resource capabilities and needs
   - Determine resource availability (outside of the impacted area)
   - Anticipate future resource needs and develop strategies and contingency plans
   - Determine need for and designate responder support bases/utilities staging areas

4. **Revaluate Incidents Support Based on the Following Factors:**
   - Life threatening situations
   - Real property threatened
   - High damage potential
   - Incident complexity

5. **Communicate and conduct integrated and effective planning & coordination:**
   - Provide MACS components with timely communication of “Decisions”
   - Initiate and fill liaison positions to facilitate communication as needed
   - Coordinate with elected and appointed officials (as required)
   - Provide summary information coordination
Fuels Multi-Agency Coordination Group Prioritization Process

- **Response**
  - Communications (Cell/Microwave/PSAP)
  - Responder Support Bases/Staging Areas
  - Task Forces/Field Teams
  - Public Works Sites
  - EMS/Fire/Police
  - Commodity PODs
  - Shelters
  - Fueling & Utility Staging Areas

- **Critical Lifelines**
  - Water Convenance Systems
  - Electric Supply System
  - Petroleum Supply System
  - Natural Gas/Propane Supply System
  - Retail Fuel Dispensing (Rationing/Bulk/Hypermarts)

- **Multimodal Transportation/Distribution**
  - Marine Terminals
  - Rail Terminals
  - Transportation Hubs/Commercial Bus/Schools
  - Caltrans Highway Maintenance Facilities

- **Public Health & Medical**
  - Medical Surge - Field Sites + Hospitals
  - Medical Evaluation Embarkation Points
  - Medical PODs

- **Fuel Resources / Type**
  - Gasoline
  - Gas and Blend stocks
  - Diesel
  - Jet Fuel
  - (Natural Gas)
  - (Propane Gas)
  - Other

- **Issues/Concerns**
  - Rationing
  - Facility Credentialing
  - Waivers
  - Restrictions
  - Equipment Modifications
  - Interstate multimodal
  - Neighboring States
  - National Impacts
  - Foreign Exports/Imports

---

Ref: Page 39
Participant Handbook
Exercise Objective:
- Examine the organizational continuous process of managing emergency transportation fuels set-a-side prioritization and allocation activities effectively.
- Trigger discussion on identifying problems and possible solutions related to southern California fuel shortage.

Discussion: Initial Actions & Questions
- Review and discuss Day-1 Fuel situation (CEC personal provide fuel impact to critical infrastructure/vital lifelines and possible escalating failures).
- Discuss prioritization requirements for the next operational period IAP.
  - Response
  - Critical Lifelines
  - Multimodal Transportation/Distribution
  - Public Health and Medical
- Discuss Pre-Scripted Mission Assignments (PSMAs) for emergency fuels allocation to impacted areas (Response, Critical Lifelines, Transportation/Distribution, Public Health and Medical) issues and concerns.
- Discuss the Public Information Office (PIO) plan for handling the media.
Public and Private Partnerships

Benefits to establishing concrete relationships

• Lists Key contact information for both entities
• Encourages private sector to participate in planning process
• Encourages private sector to participate in exercises
• Allows information flow between government & private sector
• Sets foundation for pre and emergency contracts

Example: Relationship between CalOES and CUEA
Best Practices and Lessons Learned

**Best Practices: Catastrophic Events**
- Energy Restoration Task Force (TF) at the request of the president, addressed both power and fuel issues eliminating roadblocks and identifying choke points in power and fuels distribution systems.
- Energy Restoration Task Force (TF) expedited the waiver process.
- State/Federal Leadership with direct Chief Executive Officer (CEO) involvement aided in the restoration process and situational awareness.
- Expanded mutual aid assistance to support scope and complexity of the incident.

**Improvement:**
- Information and communications (Situation Awareness - SA) of fuel supplies (lack of current/real time information significantly impeded governments’ ability to respond).
- Credentialing of personnel resources to meet operational needs.
- Restoration time lines (synchronized between government, industry and public).
- Access to critical sites that need restoration and critical resources (power/fuel/tech-spt).
- Utilities - Power, Oil and Gas restoration in parallel sequence matching up to operational priorities (looking at identifying regional interdependencies between Power/Oil/Gas).
- Develop real time monitoring at all points from well/refinery/pipeline to wheel.
- Decision making process that is clear and regularly communicated through the IAP process.
Emergency Transportation Fuels

Hot Wash Format

- Primary focus is to allow open and honest discussion about exercise design and sharing individual experience, best practices and lessons learned.
- Below are three questions to enhance overall effectiveness and improve organizational resiliency.

1. Are the current policies and procedures adequate to mitigate this type of incident?
2. What are the immediate concerns/issues that need to be addressed?
3. What are the key takeaways/lessons learned from this TTX?

Closing Comments: Please fill out the Participant Feedback Form located in the back of your Participant Handbook. Leave your form on the front table as you depart.

Questions

Patrick T. Hammond Sr.
California Governor’s Office of Emergency Services
Disaster Planning, SCCERP Lead, SESC, MEP
916-845-8777 Office
916-508-6089 Cell
patrick.hammond@caloes.ca.gov

Jeff Newman
California Governor’s Office of Emergency Services
Disaster Planning, SCCERP Lead, SESC, MEP
916-845-8729 Office
916-201-3575 Cell
jeff.newman@caloes.ca.gov