


ESF 12: Energy



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ESF 12 Tasked Agencies

Primary County Agency	Clackamas County Disaster Management (CCDM)
Supporting Agencies	Department of Transportation and Development (DTD) Finance Department Public & Government Affairs (PGA)
Community Partners	Power Administration (BPA) Bulk Fuel Providers – Hobart Fuel, PetroCard Petroleum Pipeline Operator – Kinder Morgan Home Heating Oil Providers – Pulliam Petroleum, First Call Oil, Starco Oilco Aviation Fuel Providers – Willamette Aviation (Aurora Airport); Infinite Air Center (Mulino Airport) Bulk Propane Providers – Pacer, Ferrellgas Natural Gas Utilities – Northwest Natural; Williams Northwest Pipeline
State Agency	Oregon Department of Energy (ODOE) Oregon Public Utility Commission (OPUC) Oregon Department of Emergency Management (OEM)
Federal Agency	U.S. Department of Energy (USDOE) U.S. Department of Transportation (USDOT) - Pipeline and Hazardous Materials Safety Administration (PHMSA) U.S. Army Corps of Engineers (USACOE) U.S. Department of Defense (DOD)

1 Introduction



1.1 Purpose

Emergency Support Function (ESF) 12 describes how Clackamas County will manage, support, and coordinate the response to incidents significantly impacting the supply and/or delivery of energy resources. For purposes of this annex, energy refers to electricity, refined liquid petroleum products (i.e., gasoline, diesel oil, aviation gas, and home heating oil), and gases used to provide power or heating (i.e., natural gas and propane).

Additional information on coordination with Portland General Electric (PGE) is included in ESF 4: Firefighting as it relates to Public Safety Power Shutoffs (PSPS) and in Incident Annex 5: Dam Failure (Clackamas River) as it relates to a hydroelectric dam failure. Similarly, additional information on coordination with pipeline operators – Kinder Morgan, Northwest Natural, and Williams Northwest Pipeline – as it relates to spills/releases is included in ESF 10: Hazardous Materials.

1.2 Scope

Activities encompassed within the scope of ESF 12 include:

- Monitor developing and occurring incidents for significant impacts on energy supply and/or delivery.
- Coordinate situation status with affected utilities (power, fuel, gas), impacted communities, and the State Emergency Coordination Center (ECC).
- Support and help facilitate the response and restoration efforts of affected energy resource providers.
- Seek assistance from the electric utilities with removal of lines in trees blocking highways and local streets and roads.
- Manage fuel (gasoline, diesel) ordering, receipt, prioritization, allocation, and delivery processes consistent with the Oregon Fuel Action Plan and Clackamas County Emergency Fuel Plan.
- Assist with the acquisition of mobile/portable power generating systems to support the operation of critical facilities (e.g., hospitals, communications and emergency operations centers, fire and law enforcement facilities, dialysis centers, nursing homes, etc.).
- Coordinate public information with affected utilities and involved state agencies.

1.3 Policies and Agreements

The following laws, plans, policies, and agreements provide background and context for the implementation of energy emergency operations:

- Oregon Revised Statutes (ORS) 176.785 authorizes the governor to declare an energy resource emergency and implement relevant emergency measures and plans.
- ORS 401.168 gives the governor broad authority to declare a state of emergency and, among other things, take control of the use and distribution of fuel.
- Clackamas County Code Chapter 6.03 authorizes the Board of County Commissioners to declare an emergency, implement appropriate emergency measures, and take control of resources when necessary.
- The Oregon Fuel Action Plan describes how the state will manage fuel (gasoline and diesel) during an emergency affecting supply and/or delivery.
- The Clackamas County Emergency Fuel Plan (Draft) outlines in a broad context how the County will respond to a fuel emergency. However, in its draft form, the plan lacks operational details and has not been coordinated with local fuel providers.
- Clackamas County is signatory to the Omnibus Inter- County Mutual Aid Agreement and an equivalent Intra-County Mutual Aid Agreement and is a member of the statewide mutual aid program called the Oregon Resource Coordination Assistance Agreement (ORCAA). These agreements may be particularly useful in acquiring large capacity mobile generating resources.
- The Western Region Mutual Assistance Agreement (WRMAA) is an agreement among gas and electric utilities in western North America to provide mutual support during emergencies affecting generation, transmission, distribution, or other business operations.
- Section 202(c) of the Federal Power Act (FPA) grants the U.S. Department of Energy emergency authority to require temporary interconnections and electricity generation or transmission during emergencies to ensure the reliability of the electric power system. The Secretary of Energy can issue emergency orders, overriding environmental regulations for limited periods, to address situations like sudden increases in demand or shortages of electricity, fuel, or generating facilities.

2 Situation and Assumptions



2.1 Situation

Clackamas County faces a number of hazards that could have significant impacts on energy systems and the delivery of energy resources. The Cascadia subduction zone (CSZ) earthquake, with its expected impacts on transmission lines, pipelines, and highway and rail transportation is the most consequential of those hazards, but other hazards like severe winter storms, windstorms, wildfires, dam failures, landslides, and blackouts/brownouts also have the potential to severely disrupt energy supply and distribution. Depending on the type of incident, the disruption may impact a single energy sector (e.g., electricity) or multiple sectors, and there may be cascading effects where impacts to one sector cause disruptions in another (e.g., loss of electrical power impacts the operation of pipeline system pumps and compressors). The loss of liquid fuel supplies brought on by a CSZ earthquake is considered to be the greatest energy vulnerability the state and the Pacific Northwest will face as fuel will be needed to power nearly all response and recovery vehicles.

2.1.1 Energy Infrastructure

The county's energy infrastructure is complex and multi-layered with energy supplies having regional, national, and international connections. A sector-by-sector description of the energy infrastructure and distribution systems is noted below.

2.1.1.1 Electricity

The Bonneville Power Administration (BPA) is a federal agency within the U.S. Department of Energy (USDOE) and is a major supplier of bulk power across the Pacific Northwest. It markets wholesale electrical power from 31 federal dams in the Northwest as well as from one nonfederal nuclear plant and several small nonfederal power plants. The BPA owns and maintains a large network of high-voltage transmission lines, forming the backbone of the region's power grid. There are many BPA lines passing through the county delivering power to other areas and some that terminate in local substations where power is sold/handed off to local power providers. The county's primary supplier of residential and commercial power, Portland General Electric (PGE), purchases power from BPA but also generates much of its own power through hydroelectric dams on the Clackamas River system and through solar, wind, and other sources. PGE has many of its own high voltage transmission lines running in and through the county as well as hundreds

of miles of distribution and service lines in the county. The county's other local power company, Canby Utility, which serves the city of Canby, purchases its power from BPA.

BPA's emergency operations center is located at its headquarters in Portland. However, much of its emergency operations are managed from its Transmission Operations Control Center located in Vancouver, WA. PGE's emergency operations center is located at its headquarters in Portland, and it has a backup facility located in unincorporated Clackamas County south of Happy Valley. The Canby Utility emergency operations center is located at its office in Canby.

It is unlikely the County would need to coordinate response operations directly with BPA except in an incident where the utility's transmission lines and/or towers are impacted.

2.1.1.2 Liquid Fuel

Nearly 90% of the liquid fuels (gasoline, diesel, home heating oil, and aviation fuel) used in Oregon is delivered through the Olympic Pipeline. The line runs from refineries in the Puget Sound area down the I-5 corridor to storage facilities located at the critical energy infrastructure (CEI) hub in the Linnton/St Johns area of Portland. Two pipelines operated by Kinder Morgan carry fuel from there – one transports aviation fuel to the Portland International Airport and the other transports multiple products down the I-5 corridor to Eugene. A small segment of the line running to Eugene passes through Clackamas County in Wilsonville. All fuel deliveries into Clackamas County arrive by truck. The deliveries may originate from the CEI hub or from bulk fuel providers in Multnomah County (e.g., Carson Oil). There are two small bulk fuel providers in Clackamas County – Petrocard in Canby and Hobart Oil in Molalla. A few of the cities in the county as well as several of the special districts maintain their own fuel facilities for refueling fleet vehicles. The County's draft Emergency Fuel Plan has details on County and local agency fuel storage, sources, and usage based on a comprehensive 2020 fuel assessment.

The Olympic Pipeline is operated by Enbridge, a company based out of Calgary, Canada. It's unlikely the County would need to coordinate directly with Enbridge during an emergency. Kinder Morgan operates its pipeline from its offices at the CEI hub. It's unlikely the County would need to work directly with Kinder Morgan except in the case of a pipeline break in the small line segment in Clackamas County. The response to such an incident would be handled in accordance with ESF 10: Hazardous Materials.

2.1.1.3 Natural Gas

Most of the natural gas used in the Portland metropolitan region and Willamette Valley is delivered through a major transmission pipeline operated by Williams Northwest Pipeline. The bidirectional pipeline runs from Canada down the I-5 corridor through the Columbia River Gorge and on to Idaho, Utah, Wyoming, and beyond. One branch of the line runs from Clark County, WA, south through Multnomah and Clackamas counties and supplies gas to the Portland metropolitan area and counties in the Willamette Valley. Another branch runs from Clark County to storage facilities in the CEI hub owned and operated by NW Natural, the region's provider of commercial and residential natural gas. NW Natural has several hundred miles of transmission, distribution, and service lines in Clackamas County. A few of NW Natural's transmission lines connect directly to the Williams Northwest Pipeline in the county.

NW Natural's emergency operations center is located at its headquarters in Portland, and it has a backup facility in Sherwood.

2.1.1.4 Propane

Propane moves into the Portland metropolitan region by rail and is transferred to bulk storage and transportation facilities like Ferrellgas in Portland and Suburban Propane in Tigard. From there, it is trucked to smaller distribution facilities like Pacer Propane in Molalla and Ferrellgas in Eagle Creek or is delivered directly to residential, commercial, and other users.

Unlike the other energy sectors, there is no central point of coordination for emergency response with the propane industry in the county or region.

2.1.2 Energy Emergency Plans

The Oregon Fuel Action Plan outlines the state's plan for managing liquid fuels in an emergency. Although the focus is on a catastrophic interruption of fuel supply, it also addresses incidents with lesser or more localized impacts such as severe winter storms, energy infrastructure damage, and oil embargoes. The plan identifies nine actions the state will take in the catastrophic scenario. Several of those actions involve coordination with impacted county emergency operations centers (EOCs). Of note are requirements for the County EOC to submit fuel requests to the state, identify fuel facilities to receive fuel allocated by the state, prioritize fuel needs within the county, and allocate available fuel to prioritized users.

The County's draft Emergency Fuel Plan outlines in a strategic way how the County will manage fuel under emergency conditions but lacks details about emergency fuel sites, the taking and redistribution of fuel, coordination with local industry partners, and processes for prioritizing, allocating, and tracking fuel resources. Until the plan is coordinated with industry and finalized, these actions would have to be taken spontaneously by the County EOC.

PGE and NW Natural, the county's primary providers of electricity and natural gas respectively, have robust emergency management programs and plans. Both organizations coordinate regularly with the County and conduct periodic exercises with the County. As part of its emergency plans, PGE maintains a priority customer restoration list. The list includes individuals reliant on powered medical devices who will receive priority for restoration. The list is shared with the County (CCDM, Clackamas Communications, and Health, Housing, and Human Services) during emergencies when PGE is unable to respond to all the needs.

2.1.3 Energy Emergency Resources

With few exceptions, the restoration of energy systems requires specialized equipment and materials as well as specially trained personnel. Most of those resources are in the hands of the system owners/operators and contractors they use for daily operations. The County and other local agencies do not have those resources but can facilitate and support restoration efforts through such actions as clearing roads to provide access. For these reasons, the electric and natural gas utilities have entered into agreements to support each other in times of emergency. The Western Region Mutual Assistance Agreement (WRMAA) is an agreement among gas and

electric utilities in western North America to provide that support. PGE and NW Natural are signatories to the agreement.

Clackamas County Facilities Management maintains a small inventory of portable generators that can be deployed to supply household level emergency power for medical and other critical equipment. This equipment is particularly useful in severe winter storm scenarios when power is out and the highway and road systems are significantly impacted.

There are some state and federal resources that can conduct and/or support energy system restoration in catastrophic incidents. The National Guard and Department of Defense (DOD) can establish fuel depots and conduct fueling operations and the National Guard and Army Corps of Engineers (USACOE) can provide emergency generation equipment to support the operation of critical facilities.

2.1.4 Energy Industry Oversight

The Oregon Public Utilities Commission (OPUC) has regulatory and oversight responsibilities for the state's investor-owned and consumer-owned utilities. Those utilities include PGE, Canby Utility, and NW Natural. The Oregon Department of Energy (ODOE) plays much less of a regulatory role when it comes to the fuel industry, but it does regulate the industry through planning for fuel supply emergencies and overseeing the siting of new energy facilities. ODOE works closely with the major petroleum companies that import fuel into the state as well as with the fuel haulers who deliver fuel to facilities and stations across the state. When the State Emergency Coordination Center (ECC) and the state's ESF 12 plan are activated, both agencies play a significant role in coordination with the energy sector.

2.2 Assumptions

ESF 12 is based on the following planning assumptions:

- A catastrophic disaster such as a Cascadia subduction zone earthquake will destroy or significantly damage portions of the region's energy and transportation infrastructure leaving much of the region without power and disrupting the supply of fuel, natural gas, and propane for an extended period.
- The arrival of federal energy resources and regional and national utility mutual aid assets may take weeks in a catastrophic earthquake scenario due to transportation impacts.
- A catastrophic earthquake will require the county to rely on fuel and propane in surviving storage tanks until federal resources arrive and a supply system is established.
- A sustained loss of fuel supply and power may lead to attempts by the public to misappropriate fuel and propane from commercial and other facilities.
- The OPUC will play a direct and significant role in coordinating with and supporting the electric and natural gas utilities during widespread and/or long duration system disruptions. This involvement will increase the complexity of the County EOC's coordination efforts with the local utilities.

- The ODOE will play a direct and significant role in coordinating with the petroleum industry during widespread and/or long duration disruptions of fuel supply. This involvement will increase the complexity of the County EOC's coordination efforts with the local fuel providers.

3 Concept of Operations

3.1 General

In accordance with the Base Plan and this ESF Annex, Clackamas County Disaster Management (CCDM) is responsible for overseeing ESF 12-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.

Electrical outages are a common occurrence but are typically small in scope and of short duration. They may be caused by traffic accidents (i.e., vehicle into a pole), trees/limbs falling across lines, or animals getting into substation equipment. Management of these incidents is handled by utility crews in coordination with first responders. Local government public works crews may become involved where necessary to clear roads to provide utility crew access. Natural gas outages are less common but are also typically small in scope and of short duration. They may be caused by traffic accidents (i.e., vehicle into service line) or dig-ins where a line is broken by an excavator or other equipment. As with most power outages, management of the incidents is handled by utility crews in coordination with first responders. Disruptions in fuel or propane supply are rare. Failures of petroleum pipelines as well as dig-ins to those lines are the most common incidents and are typically of significant impact (e.g., spill into the ground and/or water, fire).

Whenever an energy sector outage or disruption is of such a scope, duration, and/or complexity that it requires the County to activate other emergency functions to support first responders and/or protect the public (e.g., evacuation, mass care, firefighting, hazardous materials response) the County EOC will be activated and the sector-specific operational concepts described below will be followed. Examples of past incidents (local and regional) significantly disrupting energy systems the county relies on include:

- The October 1973 oil embargo imposed by members of the Organization of Petroleum Exporting Countries (OPEC). The embargo cut off oil shipments to the United States and other nations, causing a severe energy crisis, widespread gasoline shortages, and a sharp increase in oil prices.
- The December 1995 windstorm, which caused more than 175,000 PGE customers to lose power.
- The June 1999 Olympic Pipeline rupture and subsequent explosion and fire in Bellingham Washington, which caused three deaths and millions of dollars in damage and took months to repair.
- The October 2016 NW Natural gas line dig-in and subsequent explosion, which caused eight injuries and millions of dollars in damage to commercial and residential structures in northwest Portland.

- The October 2018 natural gas pipeline rupture in British Columbia, which forced some refineries in Washington to shut down or cut production of gasoline and other products, caused some regional utilities in Washington to ask customers to limit their use of natural gas and electricity, and threatened to disrupt natural gas supplies in Oregon.
- The February 2021 ice storm, which caused more than 275,000 PGE customers to lose power.

3.1.1 Electricity

PGE has a robust emergency management program and emergency response plans. Their plans include varying levels of emergency response including virtual activation of an incident management team as well as partial and full activations of its emergency operations center. Regardless of the form and level of activation, PGE will:

- Notify the County of its plans to implement Public Safety Power Shutoffs (PSPS) in pre-designated areas to prevent wildfire incidents.
- Share situation status information including outages and restoration priorities.
- Share information on actions being taken to acquire additional utility repair resources.
- Share public messaging.
- Identify needs for County assistance (e.g., road clearance).
- Identify at risk customers who may need assistance and share that information with Clackamas Communications (C-COM), County Health, Housing and Human Services (H3S), and the County EOC. This will include customers who have pre-identified themselves with PGE as being reliant on powered medical devices.

When working with PGE, the County EOC will:

- Share situation status information and County priorities for power restoration.
- Share public messaging related to the disruption.
- Identify wire down locations where life safety is at risk or where PGE assistance is needed to clear wires or deenergize lines to facilitate response operations.
- Provide support as available to facilitate and support PGE's power restoration efforts.
- Seek assistance from the State ECC for resources necessary to facilitate and support PGE's restoration efforts.
- Share information on actions the County is taking to address the needs of PGE's at-risk customers.

The Canby Utility is an independent subdivision of the city of Canby. It works with and through the city for emergency response. The County EOC will work with the city's EOCs to acquire situation status information, including outages and restoration efforts, share public messaging, and provide resource support to assist with restoration efforts.

Since BPA is a bulk power provider and does not provide direct service to commercial or

residential customers, the County EOC's role in working with BPA focuses on the sharing of situation status information, coordination of response efforts when BPA assets are threatened, identification of impacted towers and lines, and providing resource support to facilitate restoration efforts.

Regardless of the scenario causing a loss of power or the power providers that are impacted, the County EOC will play an important role in the acquisition and deployment of emergency generating equipment ranging from small portable generators to support individual medical needs to larger mobile generators for powering critical facility systems. This may include deploying the County's small portable generators, requesting mutual aid for larger mobile generators, acquiring generators from local companies, and/or requesting large mobile generation equipment from the State ECC.

3.1.2 Liquid Fuel

Any incident significantly disrupting the supply and/or delivery of liquid fuels to the county and Portland metropolitan region will be a statewide problem. This includes catastrophic and long duration incidents damaging the Olympic Pipeline and the transportation infrastructure as well as shorter duration incidents resulting from embargoes, loss of production from the Puget Sound refineries, damage to the Olympic Pipeline, or severe winter storms (ice/snow) limiting the ability to deliver fuel by tank truck. ODOE will take the lead in responding to these incidents, activate the Oregon Fuel Action Plan and implement appropriate measures in the plan. These measures may include curtailment requirements to reduce fuel consumption during a fuel shortage; stepping up the delivery of fuel by truck from refineries in Puget Sound and California and from a fuel terminal in Pasco, WA, for a pipeline outage; and taking control of fuel acquisition, allocation, and delivery in a catastrophic scenario disrupting the fuel delivery and transportation systems.

In the catastrophic scenario, the County will play a critical role in working with ODOE through the State ECC to manage fuel within and across the county. This work will include:

- Implementing the County Emergency Fuel Plan.
- Declaring an emergency and taking control of fuel resources.
- Identifying and prioritizing the fuel needs of emergency response agencies, utilities, and critical facility operators (e.g., C-COM, LOCOM, hospitals, nursing and acute care facilities, dialysis centers, etc.).
- Identifying fuel resources in the county (bulk providers, gas stations, transportation companies, etc.).
- Identifying fueling facilities/stations (i.e., Fuel Points of Distribution or FPODs) to be used for the receipt and distribution of fuel.
- Providing or arranging for staffing and security at FPOD locations.
- Submitting fuel requests to the State ECC.
- Identifying transportation routes for the movement of fuel.
- Taking fuel from local sources, receiving fuel allocated to the county by the state, and allocating fuel to local agencies and organizations.

- Tracking fuel taking, receipt, and distribution.

3.1.3 Natural Gas

NW Natural has an emergency management program and robust emergency response plans. Their plans include varying levels of emergency response including virtual activation of an incident management team as well as partial and full activations of its emergency operations center. Regardless of the form and level of activation, NW Natural will:

- Share situation status information including outages and restoration priorities.
- Share information on actions being taken to acquire additional utility repair resources.
- Share public messaging.
- Identify needs for County assistance (e.g., road clearance).

When working with NW Natural, the County EOC will:

- Share situation status information and County priorities for service restoration.
- Share public messaging related to the disruption.
- Identify gas leaks or other gas line damages where life safety is at risk.
- Provide support as available to facilitate and support NW Natural's gas service restoration efforts.
- Seek assistance from the State ECC for resources necessary to facilitate and support NW Natural's restoration efforts.

Since Williams Northwest Pipeline is a bulk power provider of natural gas and does not provide direct service to commercial or residential customers, the County EOC's role in working with the company focuses on the sharing of situation status and public information, identification of gas line leaks or other line damage, and providing resource support to facilitate restoration efforts.

3.1.4 Propane

Propane is an important energy resource used for heating homes and water, powering cooking appliances, fueling industrial machinery, and powering forklifts, vehicle fleets, and emergency generators. Incidents significantly impacting the supply of propane in Oregon are extremely rare. The mostly likely causes of a major disruption would be a decline in production at the Puget Sound refineries and/or the natural gas fields in Canada or a catastrophic incident damaging both the highway and rail systems. Although the Oregon Fuel Action Plan does not address propane supply interruptions, it is anticipated that ODOE would respond to a significant shortage or loss of supply in much the same way it responds to a fuel emergency. This would include taking actions such as imposing curtailment requirements to reduce consumption and/or stepping up deliveries by truck and/or rail from other sources during a shortage and taking control of acquisition, allocation, and delivery in a catastrophic scenario which disrupts the highway and rail transportation systems.

In the catastrophic scenario, the County will play a role similar to what is outlined above in

Paragraph 3.1.2 for a liquid fuels incident. While the County Emergency Fuel Plan does not address the management of propane, many of the concepts outlined in the plan would be relevant for the County in a propane supply emergency.

3.1.5 State Agency Involvement

The Oregon Public Utility Commission (OPUC) will play a direct role in working with and supporting the utilities it regulates (e.g., PGE, NW Natural, and Canby Utility) during incidents with widespread impacts. This will include the collection of damage assessment and situation status reports, support for the acquisition of industry-specific resources, and facilitation of mutual aid support from unimpacted utilities in the state and from out-of-state utilities.

The Oregon Department of Energy (ODOE) will play a direct role in working with the petroleum and propane industries during incidents significantly impacting the availability of fuel and/or propane in the state. ODOE's actions regarding fuel are spelled out in the Oregon Fuel Action Plan. Importantly, this role also includes working with other state ESFs (e.g., 1 – Transportation, 2 – Communications, 3 – Public Works, and 8 - Health and Medical) to identify fuel loss/shortage impacts on critical facilities, transportation systems, and more to assist the department with its fuel allocation and distribution decisions.

3.2 Coordination with Other ESFs

The following ESFs support ESF 12-related activities:

- **ESF 1, Transportation:** Identify impacts to the county's transportation infrastructure and develop priorities for repair and restoration.
- **ESF 2, Communications:** Identify impacts to the county's communication infrastructure and develop priorities for repair and restoration.
- **ESF 3, Public Works:** Support the restoration efforts of local energy resource providers (e.g., road clearance).
- **ESF 10, Hazardous Materials:** Respond to fuel, natural gas, and propane spills.
- **ESF 14, Business & Industry:** Coordinate with private sector partners to support ESF 12 activities.
- **ESF 15, Public Information:** Provide situation status updates and subject matter expertise to inform development of public messaging.

4 Emergency Coordination



4.1 General

Most of the energy resource providers in Clackamas County are private sector organizations, with the federal Bonneville Power Administration and the local Canby Utility being the sole exceptions. Except for Canby Utility, these providers operate across multiple counties and, in many cases, multiple states. All are heavily regulated by state and/or federal agencies from an emergency planning and response perspective. These factors make emergency coordination extremely challenging, particularly when an incident impacts more than one county. These challenges are further complicated by the day-to-day coordination processes that exist and frequently continue during emergencies. For example, PGE coordinates with Clackamas County on a day-to-day basis at the government relations, PIO, emergency management, public works (i.e., transportation maintenance), and facilities levels. When these coordination processes continue in an emergency, maintaining a common operating picture and synchronizing messaging requires greater focus and attention.

4.2 County

The County plays a pivotal role in coordination with local governments, businesses, utilities, and the state during significant energy resource emergencies. For day-to-day activities, routine incidents, and minor emergencies:

- **DTD (Transportation Maintenance):** Works directly with PGE and NW Natural as needed to coordinate operations (tree or wire clearance, access, etc.).
- **Finance (Facilities Management):** Works with PGE and fuel providers to coordinate power restoration for County facilities and fuel needs for emergency generators.
- **PGA:** Works with PGE and NW Natural to coordinate government affairs and public messaging.

When the impacts of an energy resource emergency require the County to implement emergency measures (e.g., resource control), conduct/support mass care operations, and/or coordinate with the state, the EOC will be activated and the County's routine/day-to-day coordination with the utilities will be centralized in the EOC to ensure that a common operating picture is developed and maintained and consistent public messaging is produced. In this situation, the County EOC must also enhance its coordination with local governments, businesses, and non-governmental

organizations to identify incident impacts (including those on critical facilities) and resource needs. In addition, the County EOC will need to coordinate its response efforts with the ESF 12 representatives in the State ECC. Coordination with the state is especially important as the state's ESF 12 agencies (i.e., OPUC and ODOE) will be talking directly and separately with the impacted energy resource providers to gain situational awareness and support the response.

If mutual aid resources (e.g., mobile generators, electricians, etc.) are available from unimpacted local governments in the county, region, or state, the County EOC will assist in locating those resources, connect requestors with providers, and identify appropriate mutual aid agreements for the parties to use in documenting the terms.

4.3 Cities and Districts

Cities and districts should coordinate their response efforts with the County EOC. This includes the sharing of damage/outage and situation status reports, restoration priorities, public messaging, and assistance needs, including fuel and emergency generation equipment. Requests for assistance through the intra- or inter-county mutual aid agreements should also be coordinated through the County EOC.

Cities and districts will likely be coordinating directly with and sharing similar information with their utility providers (electric and gas). To avoid confusion and duplicative reports and resource requests, cities and districts should ensure the County EOC is made aware of appropriate information, requests, and actions being handled directly with the utilities.

During fuel supply emergencies, cities and districts with their own fleet fueling facilities will be expected to share the status of their facilities, the types and amount of fuel on hand, and the ability of the facilities to serve as fuel points of distribution (FPODs).

4.4 Region

The County EOC will coordinate with neighboring counties impacted by an energy resource emergency. Minimally, the coordination will include the sharing of damage assessment and situation status reports, scarce resource issues, and public messaging. In a catastrophic earthquake scenario, it may also include the identification of areas within the county that have been isolated and may be better supported by a neighboring county.

Whenever an energy resource emergency affects multiple counties in the Portland metropolitan area and leads to competition for scarce resources as well as the need for consistent and coordinated public messaging, the counties should consider activation of the Regional Multi-Agency Coordination System (MACS) Concept of Operations (ConOps) Plan. This could include standing up a regional MAC Group and Joint Information Center (JIC) for coordination of restoration priorities, scarce resource allocation, and public messaging.

4.5 State and Federal

There are several state agencies that may or will be involved in the response to a significant energy resource emergency. The Oregon Public Utility Commission (OPUC) will be involved if the

electric and/or natural gas utilities are impacted and the Oregon Department of Energy (ODOE) will be involved if the fuel and/or propane providers are impacted. In both cases, these agencies will act under the umbrella of ESF 12 in the State ECC and coordinate their actions with the impacted counties and energy resource providers. Both agencies function in a coordination role only. They do not have response resources to assist the counties or impacted energy resource providers.

The Oregon National Guard has resources (e.g., generators, fuel transport, etc.) that may be assigned to support the County's response. When assigned to support the County or another agency in the county, the assigned unit commander will coordinate directly with the supported agency.

If the energy emergency results in a federal major disaster declaration, there are several federal agencies that may or will be tasked to support the response. The U.S. Department of Energy (USDOE) will take the lead in supporting actions to restore the supply of fuel, natural gas, and propane. They will do that in coordination with other federal agencies, national energy sector businesses, and the state. The U.S. Department of Defense (DOD), with its ability to move fuel by air and establish fuel depots in austere conditions, may be tasked to establish and operate depots with the support of National Guard assets. The U.S. Army Corps of Engineers (USACOE) may be tasked to provide or support the delivery of backup power to sustain critical facility operations. The USDOE and DOD will operate under the federal ESF 12 umbrella and coordinate directly with the state's ESF 12 agencies. The USACOE will operate under the federal ESF 3 (Public Works) umbrella but coordinate its backup power actions with federal and state ESF 12 agencies. When DOD and USACOE assets are tasked to conduct local operations, they will work directly for and coordinate with the federal ESF leads. The County may need to assign liaisons to the commands/units managing and operating the local systems to ensure effective coordination.

5 ESF Annex Development and Maintenance



CCDM is responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency is responsible for developing plans and procedures that address assigned tasks.