



**Airlines for America®**

*We Connect the World*

# A4A FUEL FACILITY DISRUPTION PLAN

## GUIDELINES

## **Airlines for America® (A4A)**

A4A – formerly the Air Transport Association of America, Inc. (ATA) – is the nation’s oldest and largest airline trade association, representing the nation’s leading airlines. A4A serves its member airlines and their customers by assisting the airline industry in continuing to provide the world’s safest system of transportation; transmitting technical expertise and operational knowledge to improve safety, service and efficiency; advocating fair airline taxation and regulation worldwide to foster a healthy, competitive industry; and by developing and coordinating industry actions that are environmentally beneficial, economically reasonable and technologically feasible. See [www.airlines.org](http://www.airlines.org) for additional information.

## **Contact Information**

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Additional contact information can be found via the A4A Fuel Portal at <http://fuelportal.airlines.org>.

## **Document Release History**

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# Table of Contents

- I. Purpose ..... 3
- II. Fuel Disruption Emergencies ..... 3
- III. Responsibilities.....4
  - A. Chair and Operator..... 4
  - B. Operator ..... 4
- IV. Crisis Levels..... 4
  - A. Level 1 ..... 4
  - B. Level 2 ..... 5
  - C. Level 3 ..... 5
  - D. Level 4 ..... 5
- V. Principles.....6
- VI. Action Plans .....6
- VII. Resources .....7
- VIII. Appendices.....8-15
  - A. A4A Fuel User Profile..... 8
  - B. A4A Fuel Supply Profile..... 10
  - C. A4A Daily Fuel Disruption Inventory Forecast..... 12
  - D. A4A Hourly Fuel Disruption Inventory Forecast ..... 13
  - E. A4A Post-Incident Action Plan..... 14
  - F. A4A Fuel Quality Disruption Form..... 15

## I. Purpose

Experience has demonstrated the need for a mechanism by which airlines and jet fuel supply entities can respond to emergency jet fuel shortages in order to mitigate the impact on domestic and worldwide airline operations and customers. These principles establish a general framework for airlines, airports, tank-farm operators (Operator), fuel suppliers and others to work cooperatively in the event of such an emergency to implement lawful, voluntary measures to mitigate and manage the impact of jet fuel shortages. The purpose of these principles is to allow airlines to maintain scheduled operations to the greatest extent possible.

For purposes of these principles, an event outside of the normal course of business that causes or threatens to cause a significant interruption of normal jet fuel delivery schedules and/or threatens to deplete the supply of inventory at an airport, is considered an emergency. Airlines, and the traveling and shipping public, could be adversely affected by these problems for a prolonged period without appropriate action.

These principles are intended to be limited in time and scope, are not to be used to exchange competitively sensitive information and should cease being used when such a shortage no longer exists.

The A4A Fuel Facility Disruption Plan Guidelines (Plan) provide guidance to the Fuel Consortium Chair (Chair) and the Operator on contingency planning in order to create a protocol for on- and off-airport fuel disruptions. Under this premise, the Operator and Chair will put together a site-specific Plan that will help mitigate the impact of a disruption event.

## II. Fuel Disruption Emergencies

Below describe possible fuel disruption emergencies that would trigger a crisis level to be implemented.

Off-Airport Indicators	On-Airport Indicators
1. Unplanned refinery/terminal shutdown & maintenance	1. Off-Specification fuel received into airport or leased tanks
2. IATA Fuel Alert	2. IATA Fuel Alert
3. Unplanned refinery/terminal tank maintenance	3. Inventory management not being enforced
4. Off-specification fuel at refinery or terminal	4. Unplanned tank maintenance or out-of-service inspection
5. Supplier notification of disruption	5. Equipment failure
6. Missed scheduled batches	6. Fire or catastrophic event
7. Reduced pipeline pumping capacity	7. Weather & natural disasters
8. Reduction in line space allocation	8. Fuel system leak on critical line or component
9. Unplanned pipeline shutdown & maintenance	9. Unplanned hydrant system shutdown
10. Pipeline leaks & power outages	10. Reduced receipt capacity on inbound pipeline
11. Seasonal demand for competing distillates	11. Unplanned shutdown or maintenance on inbound pipeline
12. Delayed vessels and off-specification cargoes	12. Forced allocations by chairperson/fuel storage operator
13. Arbitrage economics	13. Increased aggregate uplifts from tech stops
14. Declining spot market	14. Change in truck offload capacity
15. Weather & natural disasters	15. Audit results
16. Unplanned truck loading rack shutdown & maintenance	16. Fueling vendor performance
17. Seasonal road weight restrictions	17. Into-plane fueling equipment failure
18. Limited trucking resources in specific market	18. Sabotage
19. Act of terror	19. Act of terror

### III. Responsibilities

It is highly recommended that a site-specific plan be established at every location in the event there is a fuel disruption emergency. While each location is unique, consistent practices across locations ensures essential information is readily available during times of crisis. Below are a few recommended best practices that should be considered when developing a contingency disruption plan.

#### A. The Chair and Operator Should Jointly:

- Discuss the development of a site-specific airport profile (Appendix A)
- Annually review and update (if necessary) site specific airport profile, user profile and Plan

#### B. The Operator Should:

- Develop the site-specific airport and user profile (Appendix A and B), review at least annually and update as necessary
- Once completed, review site specific Plan with all fuel facility employees
- Perform a tabletop drill annually
- Incorporate all employed attachments in the annual budget meeting books
- Follow the guidelines created under the Consortia Inventory Management Program (TBD)

### IV. Crisis Levels

In order to respond effectively to a crisis, the level of urgency must be established. Each Chair and Operator should jointly determine and document the inventory levels that trigger a crisis as well as the mode and frequency of communication during a fuel emergency. The below illustrations are examples that may assist in establishing location specific guidelines.

#### A. Level 1 Baseline Operations/Return to Normal — No Operational Impact

Fuel Disruption Emergency	*	Not Present
Inventory Impact	*	Shortage or containment issue will occur in xx days
	*	Current days on hand $\geq$ xx days

**B. Level 2 Jet Fuel Crisis Condition—Marginal Perceived Operational Impact**

Fuel Disruption Emergency	*	Present
Inventory Impact	*	Shortage or containment issue will occur in xx days
	*	Current days on hand $\geq$ xx days
Communication	*	Notification to Chair within x hours of operator becoming aware
	*	Chair/Operator discuss proposed actions and expected resolution
	*	Operator and chair coordinate to issue/update IATA Fuel Alert until resolution*

**\*Please reference A4A's Fuel Consortium Chair Training Guidelines for guidance on creating an IATA Global Fuel Alert**

**C. Level 3 Jet Fuel Crisis Condition—Moderate Perceived Operational Impact**

Fuel Disruption Emergency	*	Present
Inventory Impact	*	Shortage or containment issue will occur in xx days
	*	Current days on hand $\geq$ xx days
Communication	*	Notification to Chair within x hours of operating becoming aware
	*	Chair to advise operator whether and if so, who's to advise Airport Manager
	*	Appendix C and D (if desired) to be sent (frequency)
	*	Conference call to include consortia members, suppliers, pipelines, etc.
	*	Operator and chair coordinate to issue/update IATA Fuel Alert until resolution

**D. Level 4 Jet Fuel Crisis Condition—Severe Perceived Operational Impact**

Fuel Disruption Emergency	*	Present
Inventory Impact	*	Shortage or containment issue in xx days
	*	Current days on hand $\geq$ xx days
Communication	*	Notification to Chair within x hours of operating becoming aware
	*	Chair to advise operator whether and if so, who's to advise Airport Manager
	*	Appendix C and D (if desired) to be sent (frequency)
	*	Operator and chair coordinate to issue/update IATA Fuel Alert until resolution
	*	Chair contacts consortia members to determine next steps

## V. Principles

All airlines are considered equally impacted if a disruption is to the sole supply source or distribution system into an airport *or* if the disruption is caused by a natural or man-made disaster that impacts the regional jet fuel supply infrastructure.

If fuel suppliers – after having exhausted all options – are unable to meet the needs of their customers at airports, the airlines should take steps to preserve and supplement the jet fuel supply at the impacted airports. In these situations, all airlines should do what they can do to mitigate the impact to the airports; airlines with more capability to tanker would be expected to limit consumption relatively more than others.

If determined necessary, the Operator should e-mail Appendix C to all airlines lifting fuel at that location (Note: position holder approval needs to be resolved before a disruption occurs and ideally pro-actively by consortium chairs and their legal counsel. Trying to obtain such position holder approval during a disruption is a distraction). Voluntary mitigation and conservation measures can mitigate the impact of jet fuel supply shortages. Each airline should take measures to ensure that they maintain positive inventory levels. Such measures may include:

- Reducing fuel uplift at affected airports
- Tankering, to the extent practicable and consistent with business needs, considering the relative operational capabilities of airlines to tanker fuel into an affected airport. Certain tankering actions included in the IATA fuel portal include:
  - *Reduce Uplifts Suggested* – This action request is sent out to the affected airlines when there is a need to turn off economic tankering AND depart a location with the minimum amount of fuel possible.
  - *Reduce Uplifts Urged (Tanker In)* – This request is sent out to the affected airlines when there is a need to turn off economic tankering AND have all incoming aircraft arrive with as much extra fuel as possible.
  - *Increase Uplifts (tanker out)* – This request is sent out to the affected airlines when there is too much inventory at a location and there is a risk of shutting down a supply source; usually a pipeline. Buy, swap, loan or truck should also be considered.
- Sharing information relating to actual fuel lift volumes at affected airports

Flight schedule changes/adjustments, pricing and other sensitive competitive information must *not* be shared.

## VI. Action Plans

When an incident occurs that is classified as a fuel disruption emergency, documentation of the event is strongly recommended. A Chair and Operator may agree to complete an A4A Post-Incident Action Plan (Appendix E) and, where applicable, an A4A Quality Disruption Form

(Appendix F) after a crisis event to be jointly reviewed. If an A4A Post-Incident Action Plan is completed, it should be included in the Annual Meeting Book to be viewed by all members. Similarly, if an A4A Quality Disruption Form is completed, it should be included in the Annual Meeting Book as well as forwarded to A4A's Director, Fuel Services & Technical Standards.

## VII. Resources

[The American Red Cross](#) web site contains information on community disaster planning, mitigation, and recovery efforts from a disastrous situation.

[The Department of Energy](#) provides information and describes the capabilities of the DOE involving radiological materials and related emergencies.

[The Department of Commerce](#) provides information on mitigation of emergency and disaster control.

[The Department of Transportation](#) web site and all areas that they serve.

[The Environmental Protection Agency](#) provides information on accident protection, risk management, its role in protecting human health, and safeguarding the natural environment.

[FEMA](#) The Federal Emergency Management Agency provides emergency response and planning information. (Telephone number is 202-566-1600.)

[IATA Global Fuel Alert](#) maintains a fuel advisory portal that provides member airlines with access to airport specific information and alerts as to fuel supply issues.

[A4A](#) maintains a fuel advisory portal that provides member airlines with access to airport specific information and alerts as to fuel supply issues.



# APPENDIX A

## PDX FUEL USER PROFILE

Last Updated 05-25-2023

### Airlines Serving Location and Approximate Volume in Gallons/Percent

Member Airline	Supplier	Avg Mo/USG	Contact	Phone	Email
Alaska	Shell/Marathon/ALK	3,500,000	Mark Soleta	206-392-8965	<a href="mailto:mark.soleta@alaskaair.com">mark.soleta@alaskaair.com</a>
American	BP West Coast	1,100,000	Ahmad Mohamad	682-275-6956	<a href="mailto:ahmad.mohamad@aa.com">ahmad.mohamad@aa.com</a>
Delta	Shell/Marathon	2,200,000	Mark Bourdeau	404-372-6245	<a href="mailto:mark.bourdeau@delta.com">mark.bourdeau@delta.com</a>
Federal Ex	BP West Coast	950,000	Everett Betts	901-455-3526	<a href="mailto:Everett.betts@fedex.com">Everett.betts@fedex.com</a>
Frontier	Marathon	100,000	Blake Riedlinger	720-374-3469	<a href="mailto:blake.riedlinger@flyfrontier.com">blake.riedlinger@flyfrontier.com</a>
Hawaiian	Shell	450,000	Jamie Pirkl		<a href="mailto:jamie.pirkl@hawaiianair.com">jamie.pirkl@hawaiianair.com</a>
Horizon	Marathon	450,000	Mark Soleta	206-392-8965	<a href="mailto:mark.soleta@alaskaair.com">mark.soleta@alaskaair.com</a>
JetBlue	Marathon	350,000	Aminah Rodriguez	718-709-3207	<a href="mailto:Aminah.Rodriguez-Ammirato@jetblue.com">Aminah.Rodriguez-Ammirato@jetblue.com</a>
Skywest/Alaska	Marathon	350,000	Caleb Arnold	435.634.3528	<a href="mailto:caleb.arnold@skywest.com">caleb.arnold@skywest.com</a>
Southwest	Marathon	1,700,000	Scott Carrington	469-628-8814	<a href="mailto:scott.carrington@wnco.com">scott.carrington@wnco.com</a>
Sun Country	Marathon	300,000	Kyle Cuppy	952-454-1338	<a href="mailto:kyle.cuppy@suncountry.com">kyle.cuppy@suncountry.com</a>
United	BP West Coast	1,500,000	Bruno DosSantos	773-575-7683	<a href="mailto:bruno.dossantos@united.com">bruno.dossantos@united.com</a>
UPS	Marathon	900,000	John DeDea	404-828-8481	<a href="mailto:idedea@ups.com">idedea@ups.com</a>
<b>Non Member Supplier</b>					
BP West Coast		2,000,000	Ryan Kennedy	360-305-0180	<a href="mailto:ryan.kennedy@bp.com">ryan.kennedy@bp.com</a>
Shell		500,000	Christian De Leon	713-410-5329	<a href="mailto:christian.deleon@shell.com">christian.deleon@shell.com</a>
Marathon		1,200,000	Kasie Gonzales	562-688-3606	<a href="mailto:KHGonzalez@Marathonpetroleum.com">KHGonzalez@Marathonpetroleum.com</a>

### Suppliers Serving Location and Approximate Monthly Volume in Gallons/Percent

Supplier	Avg Mo/bbl	Contact	Phone	Email
Alaska Airlines	50,000	Mark Soleta	206-392-8965	<a href="mailto:mark.soleta@alaskaair.com">mark.soleta@alaskaair.com</a>
BP West Coast	120,000	Ryan Kennedy	360-305-0180	<a href="mailto:ryan.kennedy@bp.com">ryan.kennedy@bp.com</a>
Shell	120,000	Christian De Leon	713-410-5329	<a href="mailto:christian.deleon@shell.com">christian.deleon@shell.com</a>
Marathon	120,000	Kasie Gonzales	562-688-3606	<a href="mailto:KHGonzalez@Marathonpetroleum.com">KHGonzalez@Marathonpetroleum.com</a>
	<b>410,000</b>			

### Emergency Contacts

Contact	Primary Contact	Mobile	Office	Email
Sr Airside Manager	Kama Simonds	503-702-7902		<a href="mailto:Kama.Simonds@portofportland.com">Kama.Simonds@portofportland.com</a>
Airport Operations	24 Hr Duty Mgr	503-460-4236		<a href="mailto:PDXADM@portofportland.com">PDXADM@portofportland.com</a>
Airport Comm Center	Duty Desk		503-460-4747	N/A
Facility Manager	Scott Baker	360-619-2589	503-752-1726	<a href="mailto:scott.baker@menziesaviation.com">scott.baker@menziesaviation.com</a>
SVP Consortiums	Randy Davies	516-857-5371		<a href="mailto:randy.davies@menziesaviation.com">randy.davies@menziesaviation.com</a>
Airport Environmental	Kerry Gallgher	503-896-0255		<a href="mailto:kerry.gallagher@portofportland.com">kerry.gallagher@portofportland.com</a>
Operator Environmental	Brad Keith	520-568-5954	602-721-4145	<a href="mailto:brad.keith@menziesaviation.com">brad.keith@menziesaviation.com</a>
Port Fire/Police	Duty Desk		503-460-4000	N/A
Kinder Morgan Pipeline	Duty Desk		503-224-3390	N/A
Kinder Morgan Terminal	Duty Desk		503-224-0319	N/A

# APPENDIX B

## PDX FUEL SUPPLY PROFILE

Last Updated: 05-25-2023

Supply Risk: Yellow

Storage Risk: Green

Distribution Risk: Green

### PDX - Portland Oregon

8133 NE AirTrans Way  
Portland Oregon 97218

**Operator:** Scott Baker, GM-PDX, Menzies Aviation, 503-752-1726 (O), 360-619-2589 (C)

**Home Office Contact:** SVP Randy Davies, Menzies Aviation, 516-857-8371 (C)

<b>Into-plane providers:</b>	Menzies Aviation	Jeff Stevenson	206-396-3870
	PrimeFlight	Terence Johns	267-806-2554

**Chairperson:** Mark Soleta 206-392-8965

### Airport Logistics

**Storage:** Storage is provided by a single on-airport facility which consists of three above-ground tanks.

Tanks 1 & 2 **20,000** bbl. Tank 3 **40,000** bbl.

Combined total storage capacity of this storage facility is **80,000** bbl.

Combined total storage capacity of Kinder Morgan Willbridge storage facility is **308,000** bbl

**Receipt:** Fuel is shipped from the refineries to the Kinder Morgan Willbridge Terminal by Marine Barge (70%) and via the Olympic Pipeline (30%).

PDX receives its fuel solely by the Kinder Morgan 8" dedicated pipeline which runs 8 miles from the Kinder Morgan Willbridge Terminal located west of the airport.

**Dispense:** Fuel is delivered from the storage facility to the terminal hydrant loops and 2 load racks via a 3/4-mile-long 20" main transmission line. Pressure and flow are supplied by five 1000 gpm vertical turbine pumps. Fuel is dispensed from airport hydrant trucks and refuelers by two into plane service providers; Menzies Aviation and PrimeFlight. **Distribution risk is Low.**

**Logistics:** Excluding tank bottoms and pipeline, the combined available storage is approximately 67,000 bbl's or 2,800,000 gallons which represent 5.6 days of fuel supply. Fuel usage averages approximately 500,000 gallons per day over the course of the year.

Peak (June, July, August)	Daily Throughput:	650,000/Day
Off Peak	Daily Throughput:	425,000/Day

Receipt schedule by pipeline is dictated by Kinder Morgan. The pipeline been very reliable over the years however due to lack of suitable secondary facilities to receive fuel by truck;

**Supply risk is Medium** during the winter and **High during the summer**

**Concerns:** Weather systems that cause high seas (+25' swell) prevent marine barges from accessing the Columbia River. Just in time scheduling by suppliers and reductions of contingency inventory off airport has resulted in a higher than usual number of unplanned supply interruptions.

**Risk Mitigation:** A 2020 capital project has been approved to design and build a two-position offload rack to allow two tanker trucks to offload simultaneously. Operator maintains effective communication with local Kinder Morgan personnel regarding supply issues and potential impacts to the airport pumping schedule. Update 05-2023: offload rack included in Phase 2 construction design.

**Action Plan (in case of fuel supply disruption):**

**Level 1:** Baseline Normal Operation – no action necessary

**Level 2:** Alert Chairman and SVP Randy Davies of the specifics of the disruption. Communicate with Kinder Morgan, and supplier (ALK, BP West Coast, Shell and Tesoro) to determine forecast of supply disruption. If necessary, suggest reduced uplifts to key position holders; Alaska Air Group (AS,QX,SKW), Delta, Southwest and United.

**Level 3:** Alert Chairman and SVP Randy Davies of the specifics of the increased disruption. Determine need to communicate issues to other users and whether to suggest or urge reduced uplift. Coordinate with Kinder Morgan and suppliers. Notify all position holders with low inventories of possible suspension of the fuel operation.

**Level 4:** Alert Chairman and SVP Randy Davies of the specifics of the crisis-level disruption. Urge key position holders to reduce uplifts. Make recommendations to Chairman on suspending fuel operations to effected airlines with minimum inventory. Coordinate with Kinder Morgan and suppliers. Notify all position holders with low inventories of possible suspension of the fuel operation.

# APPENDIX C

## PDX DAILY FUEL DISRUPTION INVENTORY FORECAST

### Daily Inventory by Inventory Owner

PDX Volume Forecast												
Month of:	Jan-20											
Days in the month	31											
Vols. Bal. Through	22											1
						Projected % of Upswing/Downswing=	100%			Days of Inventory @ Month End=		
Airline	Opening Balance	Receipts to Date	Volume Pumped	Book Balance	% Uplift	Projected Monthly Uplifts	Receipts Required	Nominations	Difference	% over/under	Average Daily TP	Days of Supply On Airport
American	10,000	600,000	475,000	135,000	0.21	669,318	80,909	722,000	52,682	7%	21,591	6.3
BP West Coast	300,000	750,000	850,000	200,000	0.38	1,197,727	186,364	1,415,700	217,973	15%	38,636	5.2
Delta	450,000	1,500,000	1,400,000	550,000	0.62	1,972,727	86,364	2,266,000	293,273	13%	63,636	8.6
Skywest/Alaska	10,000	350,000	275,000	85,000	0.12	387,500	40,000	400,000	12,500	3%	12,500	6.8
Frontier	22,000	50,000	50,000	22,000	0.02	70,455	727	94,920	24,465	26%	2,273	9.7
Hawaiian	60,000	290,000	290,000	60,000	0.13	408,636	71,818	299,880	(108,756)	-36%	13,182	4.6
Horizon	250,000	450,000	670,000	30,000	0.30	944,091	274,545	900,000	(44,091)	-5%	30,455	1.0
UPS	175,000	550,000	600,000	125,000	0.27	845,455	147,727	649,880	(195,575)	-30%	27,273	4.6
Tesoro	180,000	250,000	400,000	30,000	0.18	563,636	151,818	384,000	(179,636)	-47%	18,182	1.7
United	275,000	750,000	800,000	225,000	0.35	1,127,273	138,636	1,195,000	67,727	6%	36,364	6.2
Alaska	550,000	2,500,000	2,600,000	450,000	1.15	3,663,636	731,818	3,200,020	(463,616)	-14%	118,182	3.8
Southwest	350,000	950,000	950,000	350,000	0.42	1,338,636	81,818	1,299,840	(38,796)	-3%	43,182	8.1
		8,990,000		2,262,000		13,189,091	1,992,545	12,827,240	-361,851	-1		
Receipts	ALKO	50,000	2,100,000									
Scheduled	Air BP	126,000	5,292,000									
	Shell	55,000	2,310,000									
	Tesoro	68,000	2,856,000									
	Gal/Barrels	299,000	12,558,000									

Notes:

# APPENDIX D

## PDX HOURLY FUEL DISRUPTION INVENTORY FORECAST

Inventory By Hour						Date:
24 HR Time	Beginning Inventory	Dispensals	Truck Rec	Tank Bottoms	Pipeline Receipt	Ending Inventory
0001	2,500,000	75,000				2,425,000
0100	2,425,000	50,000				2,375,000
0200						
0300						
0400						
0500						
0600						
0700						
0800						
0900						
1000						
1100						
1200						
1300						
1400						
1500						
1600						
1700						
1800						
1900						
2000						
2100						
2200						
2300						
2359						

# APPENDIX E

## PDX POST-INCIDENT ACTION PLAN

POST-INCIDENT ACTION PLAN	Incident Name	Date Prepared:	Time Prepared:
<b>Operational Period:</b> <b>Start Date:</b> _____ <b>End Date:</b> _____ <b>Start Time:</b> _____ <b>End Time:</b> _____			
<b><u>Brief Description of Event:</u></b>  			
<b><u>People</u></b> Were employees affected? Were customers affected? Was the community affected? What was the risk and was it on-going?			
<b><u>Facilities</u></b> Reports of any damage? Were any facilities non-operational? Were any facilities partially operational?			
<b><u>Systems (Designate On- or Off-Airport)</u></b> What systems/ applications were down? What systems/ applications were impacted?			
<b><u>Mission Critical Activities at Risk</u></b> Which applications were recovered first?			
<b><u>Communication</u></b>			
<b><u>Finance</u></b>			
<b><u>PR/Media</u></b> To what extent was media involved? Level of Operator Control (High, Medium or Low and explain)  Was a statement prepared? Level of Operator Control (High, Medium or Low and explain)			

# APPENDIX F

## PDX QUALITY DISRUPTION FORM

\* Denote if gallons or barrels

Location Affected	
Quality Issue: Example: failed JFTOT, hazy, microbial growth, etc.	
Inventory on hand that has been certified via ASTM 1655	
Current daily uplifts at location:	
Contaminated inventory amount:	
How many tanks are affected?	
How many tanks available at location?	
Ability to transfer from tank to tank: Gravity fed, transfer pumps, rate	
Next receipt volume and ETA:	
Can this receipt be contained in a non-contaminated tank?	
Next Steps	

Last Update:

Updated By: