

**BAY AREA
PUBLIC-
PRIVATE
PARTNERSHIP
RESILIENCY
INITIATIVE**

**For Public Sector EOC Staff:
Business Operations Center (BOC)
Activation Guide**

July 2014

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I. Preface

The Bay Area Public Private Partnership Initiative (BAPPPRI) was supported by the California Office of Emergency Services under UASI Grant #s: 2012-SS-00123, OES ID 075-95017 and 2011-SS-0077, OES ID 075-95017, awarded by the US Department of Homeland Security.

The U.S. Department of Homeland Security's (DHS) Urban Areas Security Initiative (UASI) program provides financial assistance to address the unique multi-jurisdictional and multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas. The UASI program is administered at the federal level by DHS through its Homeland Security Grant Program (HSGP) within the Federal Emergency Management Agency (FEMA). Since its inception in 2003, the intent of the federal UASI program has been to enhance regional preparedness in major urban areas by assisting with supplemental funding to build and sustain capabilities in support of the National Preparedness Guidelines.

The UASI program is the only federal homeland security grant program that requires regional governance, strategic planning and investing involving all disciplines (law enforcement, fire service, public health and medical, public works, critical infrastructure owners and operators, and emergency management) in order to acquire the necessary plans, organization, equipment, training and exercises. In 2006, DHS combined the three previously independent UASIs of San Francisco, Oakland, and San Jose into the current Bay Area UASI. The Bay Area UASI is comprised of twelve counties and three core cities. The twelve counties are inclusive of over 100 incorporated cities and a combined total population exceeding 7.5 million people.

This document is one of three created for the Bay Area as part of BAPPPRI by the California Resiliency Alliance in cooperation with the Regional Catastrophic Planning Team and private sector partners. A special thanks to Santa Clara County, San Mateo County, City of Oakland and City of San Jose for being the first jurisdictions to establish Private Sector Advisory Committees (PSACs) per the BAPPPRI concepts.

II. Using This Document

This Business Operations Center (BOC) Activation Guide is designed to assist local government Emergency Operations Center (EOC) staff in coordinating with private sector partners to establish a Private Sector Advisory Committee (PSAC) and with processes for hosting Private Sector Representatives in the EOC.

It is assumed that the reader is familiar with basic emergency management doctrine, including California's Standardized Emergency Management System (SEMS) and the Incident Command System (ICS). This manual will help you:

This guide will help local government EOC staff :

- **Launch, sustain, support and demobilize a BOC.**
- **Identify the layout, staff patterns and resources required for BOC operations.**
- **Use tools and reference materials to activate a BOC and maintain ongoing public-private partnerships.**

III. Overview

In accordance with FEMA's "Whole Community" approach to crisis response and community and economic recovery, the Offices of Emergency Services (OES) in the counties and core cities of the San Francisco Bay Area, recognize the need for communication, coordination and cooperation among all community stakeholders in the community – those directly involved in emergency management as well as those with an interest in rapid and effective recovery.

When disaster strikes, businesses want to help, but often do not know how. Historically, information and resource sharing activities between the public and private sectors have too often taken place in an ad hoc, isolated, and reactive fashion, resulting in less than optimal assistance to individuals, families, communities, and the economy. The impact of the 2007 and 2008 Southern California wildfires, 2009 H1N1 flu pandemic, 2010 San Bruno gas pipeline explosion, 2011 Occupy protests, and other global emergencies and disasters have emphasized the critical need for the organized synchronous exchange of information and resources between public and private sector organizations in mitigating against, preparing for, responding to, and recovering from disaster events.

In the fall of 2013, the Bay Area UASI engaged the California Resiliency Alliance (CRA) to work in partnership with the Regional Catastrophic Planning Team and specifically San Mateo County, Santa Clara County, the City of San Jose and the City of Oakland to help develop robust and sustainable private sector partnerships in the form of Private Sector Advisory Committees (PSACs) and printed guides for additional local governments to follow. The three guides include (1) a Strategic Plan to help guide the work of those Advisory Committees, (2) a Business Operations Center (BOC) Activation Guide for Private Sector BOC Representatives and (3) this Business Operations Center Activation Guide for public sector EOC Staff. These three guides detail processes and advice for establishing long-term and/or ad hoc BOCs in Local government Emergency Operations Centers (EOCs) as well as the ongoing operations of a PSAC. This Strategic Plan lists activity ideas and contains tools for developing a custom PSAC work plan. The PSAC should select and prioritize activities it would like to focus on that benefit local community resilience.

This section of the BOC Activation Guide provides an overview of the purpose and structure of a BOC, how it fits within the SEMS and ICS structure of an EOC, and the benefits of public-private partnerships.

A. Business Operations Center (BOC) Function

During emergency operations (activation), the mission of the **Business Operations Center (BOC)** is to facilitate communication and coordination with the private sector and a government Emergency Operations Center (EOC). A BOC can take on many forms, some of which may be more or less suitable for a given Operational Area or incident. Those include:

- A single desk in or near the EOC where a volunteer or staff private sector representative can assist EOC staff, such as in a city, county (Operational Area) EOC or the Regional Emergency Operations Center (REOC). In some EOCs, this position has previously been called the Business or Industry Representative or Private Sector Liaison. For consistency across EOCs, this guide recommends calling this position a BOC, even if a single representative.
- Conference room in or near the EOC where multiple private sector representatives can assist EOC staff, such as the BOC at the California State Operations Center (SOC) or the BOC in the City of Los Angeles EOC.
- Separate center where multiple private sector representatives can assist the government EOC staff remotely, such as the Business Emergency Operations Center for the New Jersey BEOC Alliance.
- Virtual center where multiple private sector representatives can assist the government EOC staff remotely, such as the National Business Emergency Operations Center.

A. Standardized Emergency Management System (SEMS) and Incident Command System (ICS)

The Standardized Emergency Management System (SEMS) is the unifying cornerstone of California's emergency response system and is designed to improve the mobilization, deployment, utilization, tracking, and demobilization of needed mutual aid resources. SEMS integrates ICS, the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), and the Operational Area (OA) concept and is required for managing multiagency and multijurisdictional responses to emergencies in the state.

Incident Command System (ICS) is a standardized on-scene, all-hazards approach to incident management that allows for integration of resources and capabilities and enables a coordinated response amongst participants from multiple jurisdictions, agencies, and sectors. It can be used for a single jurisdictional or multi-jurisdictional incident and is typically structured into five major functional areas: Command, Operations, Planning, Logistics, and Finance / Administration. ICS provides an organizational structure for incident management that is adaptable to the size and scope of a specific incident from field operations to command at an offsite Emergency Operations Center.

The Business Operations Center (BOC) can provide support to local governments in various ways during an emergency or disaster and may be asked to coordinate with different functional areas by different jurisdictions to best fit their ICS structure. With a specific function to connect private sector businesses and infrastructure providers with government emergency management, the functional area within which the BOC falls can even change from incident to incident to most effectively leverage the resources, capabilities, and information dissemination that it facilitates.

How the BOC Private Sector Representative(s) integrates into an EOC through ICS can be different depending on the local government and the incident. Some examples of how Private Sector representatives or a BOC has fit into different ICS sections, includes:

- Command Staff:
In some EOCs and during some activations, the BOC Private Sector Representative can act on-site or remotely/virtually in a *Liaison* role working with the *Command Staff*, which traditionally includes the *Public Information Officer, Safety Officer, and other Departmental Liaisons*, that works with the *Incident Commander* to determine operational period priorities and activities. In this role, the *Private Sector Liaison* can provide situational awareness and guidance to the Command Staff and, in turn, will provide information and guidance to the local business communities about the response, recovery status, policies, and priorities as appropriate.
- Operations Section:
Utilities are often managed in the Operations Section under ICS. In some EOCs and during some activations, the BOC Private Sector Representative can report to the *Operations Section* as part of a *Community Branch* along with non-profit service providers, and relief agencies. BOC personnel could form a *Group* with the function of working with the affected business community to institute emergency response and recovery operations and monitor resources assigned to support those operations.
- Logistics Section:
In some EOCs, the BOC Private Sector Representative could fall under the *Logistics Section*. In that role, the BOC Private Sector Representative(s) supports response and recovery operations in the *Support Branch* responsible for obtaining and maintaining essential personnel, equipment, supplies, and transportation from private sector partners that may not be available through traditional EOC and government emergency response channels. The BOC Private Sector Representative could also work with the Donations Management Unit, if implemented and activated, to help coordinate availability, allocation, and transportation of private sector donations.
- Public Information Officer (PIO) / Joint Information Center (JIC):
In some EOCs and during some activations, the BOC Private Sector Representative can be tasked to work with the *Public Information Officer*

and/or within an established *Joint Information Center*. In this role, the BOC Private Sector Representative will communicate vetted and targeted public messaging to the business community to facilitate effective response and recovery. The BOC Private Sector Representative may also be asked to act as a conduit to obtain requested information from the affected business communities around issues like employee safety, business operations, and on-the-ground situational awareness.

B. Benefits of a BOC and Public-Private Partnerships¹

Based on current public-private partnership efforts around the nation, it is clear that ongoing collaboration offers strategic and operational benefits spanning the full range of the emergency management lifecycle. Through public-private partnership in general, and a BOC during emergencies, government (public sector) and the private sector can:

- **Enhance situational awareness.** Rather than rely only on information gathered through standard government structures, all levels of government and the private sector have much to gain through shared situational awareness. This might be through an exchange of structured situation reports between a public and private emergency operations center, or through other formal and information exchanges like Twitter feeds, verbal accounts, or video and photos submitted by representatives of the private sector. The private sector, too, relies on timely information from the government to make sound business decisions related to operations, customer and employee safety, and communications.
- **Improve decision-making.** The more complete and accurate a picture that can be created, the better decisions government and private sector leaders can make. Ideally, the enhanced situational awareness will move toward real-time capabilities that allow decision-makers to make informed choices based on the most up-to-date, relevant and accurate data.
- **Access more resources.** When the public and private sectors work together, one of the key results is more resources dedicated to making communities stronger and recovering more quickly from emergencies. Resources include not only donated or paid goods and services, but also the intellectual capital that private sector executives bring in the form of strategic and business knowledge.
- **Expand reach and access for communication efforts.** Regular and meaningful communication is vital to the success of any effort. When private

¹ From the DHS Homeland Security Grant Program FY2012, *Supplemental Resource: Support for Public-Private Collaboration*.

sector partners are willing to send a message, article, or other communication through their internal channels - such as organizational websites, newsletters, trade publications, emails, Twitter and Facebook accounts, and messaging systems - they help increase access to vital information by people who may need it.

- **Better coordination with other efforts by segments of the private sector.** No matter what stage of the emergency management cycle, the private sector has a related piece of the puzzle. Close collaboration and coordination through ongoing partnership efforts will support effective planning, preparedness, and response by all participating members of a public-private partnership.
- **Increase the effectiveness of emergency management efforts.** Public-private partnerships increase transparency and understanding by all parties involved. For example, people may be more likely to take appropriate action when they learn of it through their employer. In addition, government efforts can be more effective when they are based on a true understanding of private sector capabilities, limitations, and requirements.
- **Maintain strong relationships built on mutual understanding.** The value of good working relationships has been proven repeatedly during emergencies of all types. Many public-private partnerships have been established only after the community has experienced the impact and lengthy recovery after an uncoordinated response to major disaster. Other partnerships have evolved after learning from the lessons of their peers. Either way, it is essential that all stakeholders involved in a response have established relationships long before something happens. The result is faster, more effective response and recovery.
- **Create more resilient communities and increase jurisdictional capacity to prevent, protect against, respond to, and recover from major incidents.** The effort that government and private sector partners contribute toward collaboration, coordination and communication throughout the year pays dividends and can be measured in the resilience of a community to all hazards. Collaborative cross-sector planning can facilitate economic recovery, community restoration, and a return to normalcy.

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IV. Building Partnerships

Operational Areas can approach private sector companies in their jurisdiction to participate in both *operational* and *strategic* partnerships that benefit community emergency response and recovery. Those with an interest in training and participating in *emergency operations* can provide a voice for the business community as part of the **BOC Private Sector Representative Team** in the EOC. That team of volunteers reports to the EOC as the Business Operations Center (BOC) during times of activation when more direct communications and activity / resource coordination with the business community is needed. More information is provided for the Operational area staff and BOC Private Sector Representatives in the accompanying document: *Business Operations Center (BOC) Activation Guide*.

Operational Area staff can also recruit private sector partners to engage in a more *strategic* manner by participating in a **Private Sector Advisory Committee** (PSAC) to work. The PSAC is a group of managers and executives from the jurisdiction's business community that have an interest in safety, security, environment, business continuity, and economic and physical resilience of their communities. They come together 5 – 6 times per year to discuss issues and focus on projects that are of agreed upon benefit to community emergency response and recovery. More information is provided for private sector partners and Operational Area staff about the PSAC in the accompanying document: *Coordinating a Private Sector Advisory Committee: Strategic Plan*.

The time and recommended components to recruiting and training **BOC Private Sector Representatives** and/or to developing and maintaining a **Private Sector Advisory Committee (PSAC)** to work with the local government OES staff varies based on many factors, including the level of familiarity that members of the local government EOC staff have with the local business community at the outset of the effort.

The components of a typical engagement process and time needed for each component can be estimated as follows:

- **Identifying potential participants** (8 - 12 hours estimated): OES staff can compile a list of current vendors and partners and potential contacts at Chambers of Commerce, business development districts, industry associations, larger employers and service clubs active in the jurisdiction, as well as existing utility and other private sector contacts gathered over time. *This time may vary depending on the level of past outreach and familiarity with the business community and, in some cases, may require further time for research.*
- **Approaching potential participants** (20 hours estimated): Begin by preparing an introductory email and flyer attachment that announces the formation of the PSAC that should include the benefits to the private sector of participation. The introductory email should ask for either an in-person meeting or a brief (30-minute) phone call.

- **Recruiting PSAC members** (70 - 80 hours estimated): Responding and following up after sending the introductory email is essential and takes a few hours each day over a period of a few weeks. Outreach calls with potential partners are average of 30 – 45 minutes and an in-person meeting less than 1.5 hours. Ideally, calls or meetings with 30 - 40 potential partners can yield approximately 10 - 15 participants to start the PSAC.
- **Preparing for an initial PSAC meeting** (30 hours estimated): OES staff or designate should: 1) reserve a date and venue; 2) send invites to potential participants, preferably with a minimum of 4 - 6 weeks advance notice; 3) prepare and send 2 - 3 follow-up reminders to potential participants; and 4) prepare a presentation that introduces the OES, the purpose and benefits of the PSAC, samples of public-private partnership projects, and a brainstorming session to gain committee input on gaps and projects of importance to the group that they would like to address.
- **Recruiting BOC Private Sector Representatives** (16 hours estimated): At OES' discretion, OES staff can invite volunteers from the PSAC and encourage committee participants to recruit colleagues from their organizations to take the training to become a representative to help in the jurisdiction's EOC. Distribute the *Business Operations Center (BOC) Activation Guide* to the BOC Private Sector Representatives and hold trainings, including one to familiarize the representatives with your jurisdiction's EOC and incident management systems and tools. Please refer to section "3. Training."
- **Sustaining BOC Partnerships** (12 hours each quarter estimated): Engage your private sector partners as much as you are able, including partners in events and activities that provide them insight, knowledge, and experiences.

Private Sector Representative Teams: Keep BOC Private Sector Representatives abreast of any training and exercise opportunities which team members can use to practice their skills and coordination within the EOC. Update the status of the team members on a periodic basis. Continually recruit for additional team members. Some ways of doing this include inviting interested parties to observe exercises or recording and reporting activation experiences and anecdotes that may be of interest to private sector partners.

Private Sector Advisory Committee: OES can distribute the Public-Private Partnership *Coordinating a Private Sector Advisory Committee: Strategic Plan* to encourage ideas for activities that would benefit both the private sector participants as well as the jurisdiction and community. During the first year, the committee may require the leadership of OES staff to schedule quarterly meetings, reserve a venue, and prepare an agenda, and lead the first few meetings. Ideally, as priorities for activities are agreed upon, a private sector participant should be encouraged to volunteer to lead or chair the PSAC.

For ideas of potential public-private resilience-building activities that the PSAC can undertake, please refer to the Bay Area Public-Private Partnership *Coordinating a Private Sector Advisory Committee: Strategic Plan*.

A. Outreach to the Private Sector

While BOCs have demonstrated value with limited prior outreach, the extent to which a BOC can communicate and coordinate with the wide range of businesses in a jurisdiction depends upon how much outreach has taken place before a disaster strikes. The well-known adage applies, “Disasters are not the time to be exchanging business cards.”

An Office of Emergency Services (OES) can prioritize outreach in a way so that OES staff can target key businesses and networks efficiently over time:

- Key employers and businesses that have impact on the local economy.
- Private sector or quasi-private sector utilities that have purview over the day-to-day operations and restoration of essential services and key infrastructures, including but not limited to electricity, natural gas, oil and fuel, water, waste water, transportation and roads, and waste disposal.
- Small and mid-size business networks, such as Chambers of Commerce, merchant groups, and local Economic Development Associations.
- Key industry segments, such as transportation, hotels, apartment managers and owners, information technology, pharmaceuticals, logistics and freight companies, and others.
- Regional associations such as the Building Owners and Managers Association (BOMA), Association of Contingency Planners (ACP), Business Recovery Managers Association (BRMA) and BARCfirst, a coalition of financial institutions.
- Because potential private sector stakeholders are often unsure as to why they should be engaged and how partnering might benefit their organizations, OES staff is encouraged to highlight the Benefits of a BOC and Public-Private Partnerships listed in the previous section keeping in mind to provide examples that highlight the benefits to business, businesses' economic well-being, and that of the community and company employees.

B. Recruit Private Sector Representatives

An important “Call to Action” in the outreach to private sector businesses and organizations should include asking for volunteers to serve as a BOC Private Sector Representative in the Operational Area EOC. Three videos that introduce and summarizes the public-private sector opportunities described in this and accompanying guides can be found on the disc accompanying this guide or online. In addition, Appendix A includes a template BOC Private Sector Representative position description that can be provided to interested volunteers.

Business continuity or security managers have excellent skills and knowledge of ICS to be BOC Private Sector Representatives, but often are obligated to manage

emergencies at their companies and may not be initially available. Marketing and communications managers also have excellent skills to serve, provided they complete ICS training (see Training).

OES should recruit a team of at least 5 volunteer BOC Private Sector Representatives from the following sources, as some may be unavailable during an emergency:

- Private Sector Advisory Committee – Certain members of the committee may have the interest and skills to become a BOC Private Sector Representative. In addition, local business groups represented on the committee may be able to recruit volunteers from their memberships.
- Business Associations – Certain regional business organizations that have an interest in rapid and effective business recovery, such as local chapters of the Business Recovery Managers Association (BRMA), Building Owners and Managers Association (BOMA), Association of Contingency Planners (ACP), and Chambers of Commerce can recruit volunteers from their ranks to serve as BOC Private Sector Representatives.
- Community Service Associations – In local communities, there are volunteer organizations made up of local business leaders, such as Rotary, Kiwanis, Lions, or other associations. Business representatives may also be found from the existing ranks of Ham radio operators or CERT-trained volunteers.

C. Training

Training is required for all BOC Private Sector Representatives to begin working in their designated EOC. Training requirements to work in the EOC are determined by the EOC Coordinator.

- *Required* - Online ICS classes available anytime on www.fema.gov:
 - IS 100b Introduction to Incident Command System (ICS 100);
 - IS 200b ICS for Single Resources and Initial Action Incidents;
 - IS 700 National Incident Management System (NIMS): An Introduction;
 - IS 800 National Response Framework: An Introduction;
- *Required* - Live training offered by OES:
 - EOC101 – EOC Orientation
 - EOC information management tool training session (e.g. WebEOC)
- *Recommended* - Position-specific training for BOC Private Sector Representatives:
 - The CRA conducts a webinar periodically throughout the year as necessary, usually prior to annual statewide exercises led by Cal OES
 - IS-660 Introduction to Public-Private Partnerships (FEMA online)
 - IS-662 Improving Preparedness and Resilience through Public-Private Partnerships (FEMA online)

D. Create a Private Sector Advisory Committee (PSAC)

A BOC is most effective if the volunteers who make up the BOC and business organizations that are connected with the BOC meet on a regular basis. For example, the California Governor's Office of Emergency Services (Cal OES) convenes a quarterly conference call with companies that have signed a Memorandum of Understanding to support the Business and Utility Operations Centers (BUOC) at the State Operations Center (SOC).

The PSAC can improve community resilience and the ability to effectively recover by:

- Creating a network to share information with local business communities in preparation for or during emergency response and recovery. Compiling email addresses well ahead of the event to avoid sending large distribution emails that risk going directly into spam folders;
- Acting as an advocate to help disseminate information about volunteer opportunities such as BOC Private Sector Representatives in the EOC during times of crisis response and recovery;
- Holding regular recurring meetings that include representatives from OES and other government agencies to continually build relationships, trust, and capabilities over time, in preparation to work together more effectively in times of crises. Quarterly meetings are recommended in order to gain familiarity with OES staff and the EOC;
- Assisting OES by undertaking projects and exploring issues of a strategic nature to help inform emergency response and recovery operations;
- Providing strategic advice to OES and other appropriate government agencies before disaster strikes on issues of importance to the business community and in support of economic and community resilience and post-disaster recovery.
- Participating in a tabletop exercise once a BOC is established with private sector organizations, followed later by a functional exercise, will help refine communications and logistics processes identified in the BOC Standard Operating Procedures.

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V. BOC Roles and Responsibilities

This section of the BOC Activation Guide provides an overview of the roles and responsibilities within a BOC, including required training and conduct.

A. Roles

- **BOC Liaison:** The BOC Liaison should be an OES employee or designee of the EOC Director, and may be the Liaison Officer working with multiple agencies. The level of participation will be dictated by response needs. The BOC Liaison will work with the appropriate EOC staff and BOC to ensure that BOC and EOC needs are being addressed and effective coordination occurs. However, this does not preclude BOC representative(s) from interacting with appropriate ICS functions.
- **BOC Team Leader:** One of the Private Sector Representatives should be designated as the primary contact for the EOC. The Team Leader will be responsible for:
 - Being the initial responder to an activation of the EOC, if possible;
 - Work with Logistics/Personnel Rep to schedule additional BOC Private Sector Representatives for shifts as necessary during the period of activation of the EOC;
 - Assisting with the preparation of a final or after-action report when the EOC is either deactivated or private sector representation is deemed no longer necessary.
- **Private Sector Advisory Committee (PSAC):** The PSAC, if previously established, is composed of larger employers, associations, and small business networks, and is intended to facilitate ongoing collaborative local cross-sector planning between businesses and OES. During activation, the Advisory Committee receives and relays information from the BOC to the broader business community.

The PSAC will improve community resilience and the ability to effectively recover by:

- Providing strategic advice to OES and other appropriate government agencies before disaster strikes on issues of importance to the business community and in support of economic and community resilience and post-disaster recovery;
- Holding regular recurring meetings that include representatives from OES and other government agencies to continually build relationships, trust, and capabilities over time, in preparation to work together more

effectively in times of crises. Quarterly meetings are recommended in order to gain familiarity with OES staff and the EOC;

- Assisting OES by undertaking projects and exploring issues of a strategic nature to help inform emergency response and recovery operations;
- Acting as an advocate to help disseminate information about volunteer opportunities such as BOC Private Sector Representatives in the EOC during times of crisis response and recovery;
- Creating a network to share information with local business communities in preparation for or during emergency response and recovery. Compiling email addresses well ahead of the event to avoid sending large distribution emails that risk going directly into spam folders.

Further information regarding the PSAC can be found in the accompanying guide, *Coordinating a Private Sector Advisory Committee: Strategic Plan*.

- **BOC Private Sector Representative:** Representative(s) of the BOC will facilitate communication and coordination with the private sector. They represent the interests of the business community of the jurisdictional Operational Area in which they are working, and are usually volunteers. Interests addressed may not necessarily be that of their specific employer and activities will likely be outside of their day-to-day responsibilities.

The BOC Private Sector Representative is similar to an *Agency Representative*² as defined in Incident Command System. In most cases, the Private Sector BOC Representative will not represent any single company or agency. Instead, he or she acts in a *cooperating* role representing the interests and capabilities of the larger business community that operate within the EOC's jurisdiction.

As previously described, the BOC Private Sector Representative may operate as a single individual or as part of a larger BOC team, in a specific predetermined ICS role (i.e. as part of the Community Branch in Operations or as part of the PIO's office or JIC) or as a separate co-located or onsite entity. The Private Sector BOC Representative also differs from an Agency Representative in that he or she *does not* have the authority to make decisions on behalf of the business community that he or she represents. Instead he or she acts as a conduit for the flow of two-way communication or as an intermediary in the case of resource requests, connecting the

² *Agency Representative* is defined in ICS as an individual assigned to an incident from an *assisting agency* (i.e., one that directly contributes tactical or service resources to another agency) or a *cooperating agency* (i.e., one that supplies assistance other than direct tactical or support functions or resources to the incident control effort) imbued with the authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives traditionally report to the Incident Command Staff Liaison Officer.

resource provider and resource with the appropriate Incident Command Staff Liaison Officer or EOC Command and/or General Staff Logistics personnel.

B. BOC Layout and Tools

OES staff should complete the following steps to create a BOC:

- Determine the space available in its EOC for a BOC, whether a single position or a conference room, based on OES' desired staffing objectives for the BOC.
- Determine which section that the BOC should initially report to in a typical activation, recognizing that the BOC Private Sector Representative(s) may be moved and re-assigned to different sections during an activation. Please see the Overview section 2, "The BOC in ICS and SEMS" for further guidance.
- Assign which OES staff member should be the BOC Liaison who will work with the BOC private sector representative(s) during activations.
- Complete, edit and modify Appendix B BOC Activation Guide Template to create a BOC Activation Guide customized for the Operational Area.
- OES should ideally set up the following tools for the BOC ahead of time:
 - Dedicated BOC phone number
 - Vest with BOC label
 - Laptop or access to computer and Internet
 - Email address or gmail account
 - Access to EOC systems, such as WebEOC, even if "read only" access

C. Initial Activation

If the EOC is activated and the EOC Director determines that BOC support would be helpful, OES should contact the BOC Team Leader. If the BOC Team Leader is not reachable, then the OES can either contact alternate BOC Private Sector Representatives on the team or facilitating agencies, like the California Resiliency Alliance (CRA), that may be able to assist the EOC to request a trained representative to report to the EOC.

The BOC Team Leader (or alternate or designated agent in his or her absence) will determine which private sector representative should report to the EOC. The BOC Representative will most likely be notified of their need to report to the EOC by a phone call from the BOC Team Leader, designated agent, or an EOC representative. They may have received notification of an event that precipitates activation of the EOC via the county alert system or news report, but they have been instructed not to self-deploy. They may contact their BOC Team Leader, facilitating agency, or the EOC to determine if or when the BOC will be activated and which personnel should report.

In the event that no assigned BOC private sector representatives can reach the EOC, the BOC Team Leader or facilitating agency may be able to help locate and deploy a trained private sector representative from another Bay Area or Southern California EOC. The California Resiliency Alliance (CRA) is one statewide resource to reach trained Private Sector BOC Representatives.

D. Ethical Conduct of Private Sector Representatives in the BOC

BOC Private Sector Representatives, or their affiliates, will not use the BOC to promote any organization, institution, product or service, whether charitable or for profit. Nor will the representatives or their affiliates use or share any contact information collected by the BOC for any purpose other than the accomplishment of the documented goals.

BOC Private Sector Representatives serve the local government OES on behalf of all businesses in their respective sectors and industries. Private Sector Representatives shall act as trusted agents and honest brokers to ensure that all information sharing, resource management, and other operational decisions are made and carried out impartially and without bias toward or against any organization.

BOC Private Sector Representatives should not represent themselves as government personnel or representatives of the government. They should represent themselves as private sector partners working in conjunction with the government with the purpose of assisting in and facilitating business participation in incident response and recovery.

- ***Sensitive/Confidential Information.*** It is expected that all BOC Private Sector Representatives not share confidential or proprietary information issued by the local government OES, other agencies, or that may be available from another private sector partner. For example, confidential information specific to a power outage, will not be shared outside of the EOC unless approval is obtained from the utility provider, EOC Staff Liaison to the BOC ("BOC Liaison" see Roles) or PIO/JIC in coordination with the EOC Director, or is included in a publicly available situation report or webpage that has been vetted for sensitive information.
- ***Resource Gaps.*** The BOC is not meant to replace resources or resource allocation management systems available from existing vendors on a procurement basis. The BOC is intended to support government by information sharing and identifying private sector sources that cannot be filled through existing vendor lists, other authorized sources or available local government channels.

VI. BOC Liaison Toolkit

The following checklist and table is intended to help the OES liaison to the BOC (“**BOC Liaison**”) work with the activated BOC Private Sector Representative(s) to assist in a government Emergency Operations Center (EOC):

A. BOC Liaison Checklist for Private Sector BOC Representatives

Initial Activation:

- Sign-in at the sign-in desk.
- Obtain activation vest. Ensure that the vest is the correct color corresponding to the appropriate ICS function and that the BOC Liaison or your designated EOC role is visible.
- Check in with the EOC Director and Section Chiefs and obtain briefing.
- Assess BOC staffing needs and work with Logistics Chief or designated section chief to approve BOC staffing pattern, as necessary.
- Request BOC staffing through the BOC Team Leader, or if not available, direct contact with other BOC team members or facilitating agency.
- Ensure that the *BOC Activation Guide for Private Sector Representatives* is available to BOC Private Sector Representatives. Therein you will find a BOC Activation Guide Template that can be completed and customized for your EOC.
- Make sure the BOC Private Sector Representative(s) starts and maintains an Activity Log (see BOC Activation Guide Template, Appendix B for a template).
- Ask the BOC Private Sector Representative(s) to inform the BOC Team Leader, local Private Sector Advisory Committee (PSAC) and industry partners that they have arrived in the EOC with their contact information.
- Ask BOC Private Sector Representatives to contact the BOC in the Cal OES Coastal Region EOC (REOC) and State Operations Center (SOC), if activated and staffed.
- Provide the BOC Private Sector Representative with credentials and instructions to log into and use any EOC information management system(s), e.g. WebEOC

Sustained Operations:

- Determine from the EOC Director the operational period, frequency of situation reports, conference calls, planning meeting schedule, etc. for BOC Private Sector Representative(s) to support EOC activities.
- Provide updates to or include BOC Private Sector Representative in EOC briefings so that the BOC can complete situation reports (see BOC Activation Guide Appendix B for template), guidance, maps, and resource requests to external stakeholders, as appropriate. *Point out any sensitive information.* Conduits for that information may include the Advisory Committee, industry association partners and facilitating agencies (please insert and update contact information in the BOC Activation Guide Template).
- Assist BOC Private Sector Representative to compile status reports (resource allocation, critical infrastructure concerns, etc.) to be shared with the Planning/Intelligence Section for inclusion in the Situation Report, EOC Director and JIC. *Point out any sensitive information. Sensitive information will only be shared with the appropriate Chief positions, EOC Director and entities with a direct response role, if applicable.*
- Review mission requests within WebEOC to assign to the BOC Private Sector Representative(s). See appropriate WebEOC section (if available) for additional information. **NOTE:** BOC Private Sector Representatives should not create missions.
- Direct BOC Private Sector Representative to fulfill resource requests in coordination with the Logistics Section. Check that existing Operational Area and local approved vendors have been contacted.
- Remind BOC Private Sector Representative to maintain an Activity Log or mission tracking spreadsheet (see BOC Activation Guide Appendix B for template).
- Remind BOC Private Sector Representative to encourage donors to register with the Cal OES Limited Liability Registry when donating resources.
- Ask BOC Private Sector Representative to coordinate public outreach messages with the BOC Liaison and/or JIC/PIO.
- Direct BOC Private Sector Representative to coordinate with EOC functions as necessary.
- Encourage BOC Private Sector Representative to work with American Red Cross, Department of Social Services and other appropriate stakeholders to assist with shelter needs, if applicable.
- Encourage BOC Private Sector Representative to maintain communications with the BOC representative in the Coastal REOC and/or SOC BOC, if activated.

- Assist BOC Private Sector Representative to establish conference call schedule with external stakeholders, if applicable.
- Invite BOC Private Sector Representative to participate in briefings/meetings, as requested.
- Brief the BOC Private Sector Representative on a regular basis. Immediately report information regarding limited resource concerns, sensitive information, unusual activities, etc.
- Encourage BOC Private Sector Representative to monitor WebEOC and any other communication and resource management tools (Aidmatrix's Donation Management network – www.aidmatrixnetwork.org, California Resiliency Alliance Emergency Network – www.craen.org) that might be in use to manage potential information and resource requests.
- Remind BOC Private Sector Representative to answer BOC main phone line, check BOC email, fax, and any viable social media channels on a regular basis.

Demobilization:

- Ask BOC Private Sector Representative to complete and send a final Situation Report (see BOC Activation Guide Appendix B for template), which should be labeled as a "Final report."
- Inform the BOC Private Sector Representative and BOC Team Leader (if different) that his or her presence is no longer required.
- Ask the BOC Private Sector Representative to close out or re-assign any open resource requests.
- Encourage BOC Private Sector Representative to make "hot wash" notes on what went well and areas of improvement for the After-Action Report.
- Ask the BOC Private Sector Representative to return vest, supplies, and any EOC equipment and sign-out.

B. BOC Operational Considerations

The key functions of the BOC Private Sector Representative(s) are to share information including situational awareness from OES to help businesses, and to coordinate private sector resources in order to provide adequate support for local needs during an event.

i. Information Sharing

Businesses need information during a disaster to make employee safety, business continuity, and community assistance decisions. The BOC Liaison should direct and assist the BOC Private Sector Representative to compile and share the following types of useful information:

- *Situation Reports (SitReps)* – The BOC Liaison should provide the BOC Private Sector Representative the latest Situation Report at least once a shift.
 - The BOC Liaison should advise the BOC Private Sector Representative as to whether the information contained in the SitRep has been vetted, and which information is to remain confidential and edited per the “Confidentiality” section below.
- *Guidance* – Depending on the nature of the emergency, certain departments provide information useful for employee safety through their Public Information Officer (PIO) or Joint Information Center (JIC):
 - Public health department guidance during health emergencies like H1N1 in 2009 or hazardous releases, such as radiation risk after the Japan earthquake and tsunami in 2011.
 - County Office of Education information on school closures that impact the ability of the workforce to resume working.
 - PIO, JIC or law enforcement information on protests or civil disturbances that may impact commercial or retail businesses, such as during the Occupy protests of 2011.

“One of the most basic issues for the private sector is obtaining up-to-date information on infrastructure status (e.g., roads, water, power, etc.). Businesses need to know if it will be safe to send employees home, or to another location. Timely distribution of information to business members concerning road conditions (e.g., roads, highways, tunnels, bridges, etc.), BART, various public transit agencies and airports is very important and should be a priority.”

**– Golden Guardian '06
observer**

- *Business Status* – EOC management or Planning/Intelligence section may ask the BOC Private Sector Representative to request, collect and compile information from businesses, such as damage estimates.
 - After the Mehserle Verdict in 2010, the REOC wanted to know if grocery stores were open and if businesses were planning to open as usual the following morning.
- *Specific Questions* – Businesses may sometimes contact the BOC Private Sector Representative for specific information related to their operations.
 - During the Asiana plane crash at San Francisco Airport in 2013, a company needed information about which area hospitals its employees had been taken.
 - BARCfirst, the Bay Area banking coalition, often requests zip codes of evacuation zones so that banks can identify employees and customers impacted by the emergency.

ii. Distribution List and Communication Protocol

The BOC Private Sector Representative should distribute SitReps, guidance and any other information that might be helpful to businesses through the following networks:

- Private Sector Advisory Committee, as described under “Preparation section, Create a Private Sector Advisory Committee” - OES should list and update contact information in the BOC Activation Guide Template.
- Other key employers in the jurisdiction, associations such as Chambers of Commerce and Building Owners and Managers (BOMA), and representatives from key industry segments such as transportation, hotels/apartments, and pharmacies. Contact information should be listed and updated in the BOC Activation Guide Template.
- Regional business continuity associations and response partners such as the California Resiliency Alliance (CRA), Business Recovery Managers Association (BRMA), BARCfirst banking coalition, the Association of Contingency Planners (ACP), local Building Owners and Managers Association (BOMA) chapters, and other private sector partners.
- Prior to a disaster, OES with the help of the Private Sector Advisory Committee may compile contact information and protocol for alternate

During Superstorm Sandy in October 2012:

- *BOMA-NY texted 67 alerts to building managers*
- *The All Hazards Consortium provided gas station status*
- *Google Crisis Maps displayed status of expected power restoration*

communications if normal email or telecommunications (ICT) channels are unavailable:

- Cell phone numbers for text messaging
- Satellite phone or amateur radio contact information
- OES and the Private Sector Advisory Committee may evaluate potential technology tools and define a communications protocol during a disaster:
 - Alert/notification tools such as the county's alert system, Nixle, or Send Word Now.
 - Collaboration tool(s) that enables Private Sector Advisory Committee members to share information and post questions, such as a WebEOC board or widely available "chat" or bulletin board technology.

iii. Confidentiality

The BOC Liaison and BOC Private Sector Representative(s) should review and edit any information for confidential or sensitive information per the following guidelines:

- BOC Private Sector Representative(s) should consider information that is provided by their respective peers during an activation as confidential and to be shared only as appropriate.
- Sensitive information shared outside of the EOC must be approved by the BOC Liaison and Public Information Officer (PIO)/Joint Information Center (JIC) prior to distribution.
- BOC Private Sector Representatives should not share confidential information issued by OES or other agencies that may be available from another BOC partner. For example, confidential information specific to a utility should not be shared outside the BOC unless approval is obtained from the utility, PIO/JIC or released in a Situation Report.
- If a BOC Private Sector Representative is contacted by any media representative, it is expected the representative will refer the media representative to the JIC/PIO.
- Information from businesses that qualify as critical infrastructures under National Policy directives may be protected under PCII (Protected Critical Infrastructure Information) and HIPAA (Health Insurance Portability and Accountability Act) rules.

Public Records Act:

In general, records held by state or local government are public records. There are numerous exceptions to this general rule that have to be considered on a case-by-case basis. As a “guest” of OES using its facility and systems (e.g. WebEOC, computers, e-mail, etc.), BOC records may be considered public, unless some other exemption applies, e.g., records whose release would violate the privacy rights of identified individuals or where an explicit federal *Freedom of Information Act* (FOIA) exemption against the release of a particular type of information applies.

C. Logistics and Resource Coordination

i. Request and Deploy Private Sector Resources

The BOC Private Sector Representative can help communicate resource requests to business networks and facilitate deployment of business donations that can address community needs. The representative(s) should perform the following steps to facilitate resource coordination:

- 1) Work closely with the Logistics Section to monitor resource requests that businesses might be able to assist in either donating or providing.
 - o To avoid duplication of effort on the same resource request, the representative should check with the Logistics Section and Care and Shelter (American Red Cross).
- 2) Relay resource requests to the appropriate business, Private Sector Advisory Committee, business networks, or SOC BOC to find a donor or provider.
- 3) Facilitate the deployment of the requested resource by providing open route information to the donor and provider or arranging transportation, if needed, with the help of the Logistics Section and transportation / logistics providers.
 - o The representative may need provide the following information to the donor or provider, the transportation agency and law enforcement at the borders of the impacted area: Who authorized the delivery of resources (name, agency, contact information), resource description, where

During the San Bruno Gas Pipeline Explosion in Sept. 2010:

- *Google provided a geo-mapping team to map the damaged homes*
- *Cisco deployed its NERV vehicle to provide WiFi and connectivity for responding organizations*
- *3M donated office supplies to the Local Assistance Center*

resource will be delivered, and other pertinent information to ensure the shipment can reach its destination.

- 4) Track resource requests and deployment in the Activity Log, so that later shift representatives can make sure open requests are fulfilled. The representative must record mission task numbers if reimbursement is expected by the provider.

The BOC Private Sector Representative is not meant to replace resources available from existing vendors on a procurement basis. The BOC is intended to support government by identifying private sector sources that cannot be filled through existing Operational Area vendor lists or other authorized sources. The Private Sector Representative should check with the logistics section for a list of Operational Area vendor lists.

BOC Private Sector Representatives are also not professional logisticians, but can assist EOC Logistics Section staff.

ii. Commodity Distribution

The Regional Catastrophic Earthquake Logistics Response Plan (Regional Logistics Plan) outlines the distribution of key commodities, such as food, bottled water, baby formula, etc., after a major earthquake. County and city OES agencies will identify sites suitable for commodity distribution.

- Businesses may be able to provide volunteer staff, equipment or storage for these sites:
 - a) Logistics Staging Areas (LSAs)
 - b) Commodity Points of Distribution (PODs)
- Trucking companies such as FedEx may be able to provide local transportation of commodities among LSAs and PODs.
- Grocery stores and retailers may be willing to host and help staff a POD on their parking lots. Some grocers and retailers do not own their parking lots, however, so permission from property owners may be required.

iii. National Retailers: Cal OES MOU Partners

During an emergency, many national retailers prefer to receive and coordinate resource requests through the Business Operations Center (BOC) at the State Operations Center (SOC) rather than work with multiple affected Operational Areas or cities, even if the retailer may have locations, employees, and customers in the local area. Many have a corporate Emergency Operations Center that manages critical incidents that may occur. The California Office of Emergency Services (Cal OES) has Memoranda of Understanding (MOU) with global business and non-profit organizations that include:

- WalMart
- Target
- Home Depot
- Lowe's
- California Grocers Association
- Bank of America
- Wells Fargo
- Gap Inc.
- Direct Relief
- UPS
- Grainger
- Sears
- San Francisco Helicopters
- California Resiliency Alliance

The complete and current list is on the Cal OES website www.Cal OES.ca.gov - under Infrastructure Protection (<http://www.Cal OES.ca.gov/InfrastructureProtection/Pages/MOUs.aspx>).

- Resource requests meant for Cal OES MOU partners should be submitted to the State Operations Center by official channels, including WebEOC.
- If the BOC at the REOC or SOC is not activated, these MOU partners may be reached through Cal OES or the California Resiliency Alliance (415.830.4230).

At the SOC, the California Utilities Emergency Association (CUEA) operates the *Utilities Operations Center (UOC)*, which coordinates not only power, gas, water and wastewater utilities, but also telecommunications (cellular and wired), and fuel (in conjunction with the California Energy Commission). In addition, the REOC includes a utilities representative.

Below is a sample *Private Sector Resource Table* representing resources available to Private Sector BOC Representatives at the BOC at Cal OES' SOC. Private Sector BOC Representatives and the BOC Liaison that support the local government EOC can work with their government partners to create one for their jurisdiction.

SAMPLE PRIVATE SECTOR RESOURCE TABLE – Cal OES BOC

Resource	Suggested Provider or Donor
Bottled water, food	California Grocers Association rep in SOC Business Operations Center can contact Safeway, Whole Foods, CostCo, independent grocers, food suppliers and bottlers like Nestle Water.
Supplies (hardware, clothing)	SOC BOC coordinates with Target, WalMart, Home Depot, Lowe's, Grainger, Sears and Gap. Pet supplies from Petco Foundation. Target's corporate EOC may be contacted only if SOC or REOC BOC are not activated (c3@target.com , 24x7 phone (612) 761-1500).
Pharmaceuticals	Walgreen's on Advisory Committees. Direct Relief International thru SOC BOC. McKesson via CRA or BRMA. 3M (N95 respirators) thru CRA. Rx Response thru PhRMA association in Wash DC (www.RxResponse.org).
Generators	Small generators from Home Depot, Lowe's, WalMart via SOC BOC Large generators from SOC Utilities Operations Center (UOC). Los Angeles movie studios may loan generators (contact HSAC, LAEPF or BICEPP).
Mobile ATMs, banks	BARC <i>first</i> , or Bank of America and Wells Fargo via SOC BOC or CRA.
WiFi Internet, PCs, servers, geo-mapping	Cisco Systems Tactical Operations (TacOps) (919) 392-4646 emergencyresponse@cisco.com . Intel may donate PCs & servers for shelters. Google may provide a crisis map.
Cell phones, Telecommunications	Disposable cell phones from Target, WalMart thru SOC BOC. Wireless cell providers (ATT, Verizon, Sprint) thru SOC Utilities Operations Center (UOC).
Transportation or warehousing	FedEx on Advisory Committee. UPS thru SOC BOC, ConWay thru CRA. American Logistics Aid Network (ALAN) thru CRA. Shuttle bus vendor list via Metropolitan Transportation Commission (MTC).
Fuel	Fuel and refinery operators work with the California Energy Commission that coordinates with the Utilities Operations Center (UOC) at the SOC. Fuel companies also work with industry associatins like CRA or BRMA.
Help for Impacted Businesses	U.S. Chamber of Commerce Business Civic Leadership Center (BCLC) Help Desk 888-MY BIZ HELP or 888-692-4943 bclchelpdesk@uschamber.com . U.S. Small Business Administration Disaster Field Operations Center 916-735-1500 or 800-488-5323.

iv. Donations Management

In Operational Areas that have implemented the Regional Donations Management Plan, OES may work with a designated agency during disasters to manage donations. The BOC Private Sector Representative can support the Logistics Section to coordinate in-kind donations and monetary donations from local businesses.

- Monetary donations should be referred to the local designated foundation if the OpArea has implemented the Regional Donations Management Plan, or California Volunteers (www.californiavolunteers.org) which will list charities and response organizations involved in disaster response.
- In-kind donations should be captured in an appropriate database or log and will be coordinated through the Logistics Section, Donations Management Unit. The EOC may use this database in locating resources. An example is Aidmatrix's Donation Management network – www.aidmatrixnetwork.org.

v. Good Samaritan Liability Protection Registration

Potential corporate donors should be informed that pursuant to California Government Code Sections 8588.2 and 8657.5, the California Liability Registry was developed to enable the state to provide limited liability protection to private businesses and non-profit organizations that are interested in donating services, goods, labor, equipment resources, dispensaries, or other facilities at no cost to state governmental entities or the victims of emergencies and disasters. A donor must be registered within the registry in order to be protected under the Government Code mentioned above.

Registration in the program does not obligate a business or non-profit organization to donate. Participants in this registry are encouraged to carefully review the law and consult with their legal counsel. The liability protection provided by participation in this registry is limited. Also, the protection afforded by participation in this registry requires compliance with all statutory requirements that apply.

- The BOC Private Sector Representative should recommend that donors register on Cal OES's webpage www.Cal.OES.ca.gov under Infrastructure Protection (<http://liabilityregistry.calema.ca.gov/>).
- The registry is another tool that may be used in locating needed resources.

D. Community and Economic Recovery

After a disaster such as a major earthquake that causes damage to the transportation, utility and other infrastructures, businesses may need assistance to resume operations, including supply chains, restoration of lifelines, and small business recovery.

i. Lifeline Restoration

Nearly all businesses and lifelines are dependent on supply chains. So after a major earthquake, reestablishing supply chains are essential to restoring lifelines, businesses, and normalcy to communities.

- *Key Personnel Access:* Businesses may contact the BOC Private Sector Representative for assistance with key personnel, repair crews, supplies, fuel or equipment that may need to enter restricted areas or during curfew hours to keep critical operations running.
 - The BOC Liaison should direct the BOC Private Sector Representative to work with and provide information to the appropriate law enforcement agency for potential permission.
 - Utility repair crews coming into the region under mutual aid will likely need housing. The BOC Private Sector Representative can work with the hotel industry and California Apartment Association to find lodging.
- *Prioritize Key Supply Chain Routes:* Utilities, Private Sector Advisory Committee, and other key businesses can identify key routes for debris removal to facilitate resumption of “lifeline” supply chains such as food.
 - Since utility lines are often co-located, cooperation among utilities and government to prioritize access for repair crews may facilitate restoration.
- *Fuel Shortages:* The vulnerability of the fuel supply chain became apparent during Superstorm Sandy in 2012, as gas stations could not pump fuel without power, and refineries were damaged and inoperative. Northern California is dependent on refineries in Contra Costa County and Kinder Morgan’s pipeline network - a significant recovery issue identified in workshops during planning for the Lifelines Restoration Annex of the Regional Logistics Plan.
 - The BOC Private Sector Representative working with the Logistics Section can identify alternate fuel supplies that may be necessary for local critical operations. These could include resources like diesel fuel depots for hospital generators or included in trucks bringing in key commodity supplies like food and bottled water. Alternate fuel supplies may be available at transportation/bus agency yards, for example.

If a 1906 magnitude 7.9 earthquake recurred today on the San Andreas fault:

- 88,000 households displaced
- 500,000 without electricity
- 1.8 million without water
- 50 million tons of debris
- 14% severely damaged commercial buildings
- \$150 billion loss

- The BOC Private Sector Representative working with the GIS staff in the Planning/Intelligence Section can identify and map fuel stations that may be operating. Google Crisis Maps may be collecting and sharing gas station status information.
- *Utilities:* Utilities (power/gas, water/wastewater) usually provide representatives to the EOC in the Operations Section. In addition, the California Utilities Emergency Association (CUEA) operates the Utilities Operations Center (UOC) at the SOC, and the REOC includes a utilities representative, as well. The BOC Private Sector Representative can support and coordinate with these utility representatives.

ii. Community Economic Recovery

- *Expedited Building Inspections:* After a major earthquake, buildings are tagged (red, yellow or green) based on a rapid and cursory inspection. It may take weeks for over-whelmed building inspectors to re-assess a building to allow employees and companies to resume normal occupancy.
 - The OpArea EOC may request qualified building inspectors from the **Cal OES Safety Assessment Program** with the Structural Engineers Association of Northern California.
 - Prior to a disaster, a model program that facilitates building inspection is San Francisco's **Building Occupancy Resumption Program (BORP)**, under which the city's building department can pre-certify qualified private sector structural engineers to inspect a specific facility.
- *Small Business Survival:* Small businesses are often most vulnerable as 35-40% of businesses that lack a continuity plan do not reopen after a disaster. 70% of small businesses that experience a major data loss go out of business within a year. Since small businesses provide many of the jobs in local communities and can help to return a "sense of normalcy" to a community after an emergency that affects a widespread area, small business continuity is important to economic recovery.
 - The **U.S. Small Business Administration (SBA)** offers disaster loans for businesses, non-profits and families. The regional SBA Disaster Field Operations Center is reachable at 916-735-1500 or 800-488-5323.
 - Bay Area business continuity associations, such as the Business Recovery Managers Association (BRMA) and the Association of Contingency Planners (ACP), include consultants who may be willing to offer training on continuity planning to the small business communities.
- *Identify Service / Commodity Hubs:* Using their knowledge of business areas where commerce and available services are concentrated, the BOC Private Sector Representative(s) and Private Sector Advisory Committee can identify key areas where the general public is likely to seek essential services and commodities (grocery, hardware, cash, etc.).

- These hub areas can be prioritized for debris removal and utility restoration to allow for their use which facilitates local economic and community recovery, and a return to a “sense of normalcy”.

Appendix A: Agency Representative Engagement Standard Operating Procedure (SOP)

A. Purpose

An Operational Area may not have established a Business Operations Center (BOC) prior to an activation of their Emergency Operations Center. This Standard Operating Procedure (SOP) is intended to guide EOC staff if they decide to invite a representative of the private sector to assist the EOC as an *Agency Representative*.

B. Background

If the EOC is approached by a private sector organization offering to assist, the EOC can apply the procedures for engaging an Agency Representative (ARep) under ICS as a model for embedding or collaborating with the private sector.

Under ICS, an Agency Representative is an individual assigned to an incident from a specific agency in an *assisting* or *cooperating* role.

- *Cooperating Agency*: An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).
- *Assisting Agency*: An agency directly contributing tactical or service resources to another agency.

Under ICS, an *Agency Representative* must be given authority to make decisions on matters affecting that agency's participation at the incident and may be designated as either *assisting* or *cooperating*.

C. Procedure for Engaging a Private Sector Agency Representative

1. The Agency Representative from the private sector approaches the Liaison Officer with an offer of resources or the Liaison Officer approaches the ARep requesting resources, which may include supplies, equipment, facilities, staff time or expertise.

2. The Liaison Officer and Agency Representative must complete an *ICS-213 RR* (see Appendix C) resource request form inventorying the resources and capabilities offered by the representative or requested by the Liaison Officer.

Key pieces of information to include in completing that form are:

- Description, quantity and location of the resource
- Estimated time of arrival and logistical requirements
- Cost and purchase order information, if applicable

3. The Liaison Officer requests a command staff meeting to discuss the engagement of the agency as an Agency Representative.

During the Command Staff meeting, the Liaison Officer briefs the Command Staff on:

- whether a Memorandum of Understanding (MOU), Statement of Interest, or similar document of collaboration exists with the agency
- the nature of the resources or capabilities offered and whether they are offered as a donation or in exchange for financial consideration, such as reimbursement or a commercial transaction

During the Command Staff meeting, the Command Staff determines:

- the parameters and language of the MOU or Statement of Interest with the Agency Representative if no prior MOU or similar document exists. *Sample language for a "Statement of Interest" is included below, and additional MOU samples are also included in Appendix E.*
- whether the Agency Representative is considered to be *Cooperating* or *Assisting* (see "Background" section above)
- the location to place the Agency Representative -- whether the ARep is to be embedded within the EOC or to collaborate externally or remotely with the ARep.

4. Agency Representatives report to the Liaison Officer or to the EOC Coordinator in the absence of a Liaison Officer.

5. Major responsibilities of an Agency Representative during incident response are:

- Ensure that all of agency resources check-in upon arrival at incident.
- Obtain briefing from the Liaison Officer or designated EOC representative.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources, unless resource Technical Specialists are assigned from the agency.
- Cooperate fully with EOC Command and General Staff on the agency's involvement at the incident.

- Oversee the well-being and safety of agency personnel assigned to the incident.
 - Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
 - Report to agency dispatch or headquarters on a prearranged schedule.
6. Refer to the EOC checklists and detailed procedures for information sharing, logistics and resource coordination, and community and economic recovery in this Guide.
7. **Demobilization:** The engagement of the Agency Representative terminates with the end of demobilization. The ARep demobilizes when instructed to do so by the Liaison Officer. During demobilization, the ARep:
- Ensures that all agency personnel and equipment are properly accounted for and released prior to departure.
 - Ensures that all required agency forms, reports, and documents are complete prior to departure.
 - Has a debriefing session with the Liaison Officer or Incident Commander prior to departure.

AGENCY REPRESENTATIVE STATEMENT OF INTEREST³

[Private Sector Partner] is engaged in the business of [brief description of Private Sector Partner's business and relevant resources]. [Private Sector Partner] understands that the mission of the [Office of Emergency Services] is to ensure the safety of its citizens by working to develop and coordinate a unified, all-hazards planning and response effort for any emergency event. [OES] frequently turns to citizens and businesses to assist with response and recovery efforts when an emergency occurs.

[Private Sector Partner] is interested in collaborating with the [OES] to support response and recovery efforts in the wake of a catastrophic emergency in [Jurisdiction], should [Private Sector Partner] be willing and able to provide resources during such an event.

This Statement of Interest does not indicate or guarantee that [Private Sector Partner] will assist in any particular emergency response efforts in [Jurisdiction] and it does not create an obligation to provide products or services.

Rather, this Statement establishes a foundation upon which [Private Sector Partner] and [OES] can build an ongoing and mutually beneficial relationship.

To address this collaboration before, during, or after an event, please contact:

[Private Sector Partner's Contact Information]

[Private Sector Partner]

[Street Address]

[City, State, Zip]

[Office Phone]

[Mobile Phone]

[Email]

We look forward to working with [OES] on this important partnership.

Sincerely,

Representative for [Private Sector Partner]

³ Based on the *Private Sector Integration Plan*, NY-NJ-CT-PA Regional Catastrophic Planning Team, March 2013.

Appendix B: Forms

SECTION / BRANCH / UNIT ACTIVITY LOG (ICS 214)			
SECTION/BRANCH/UNIT: BOC Private Sector Representative	LOCATION: _____ EOC	PAGE ___ OF ___ PAGES	
SUPERVISOR: Agency Liaison Officer or Logistics		FROM:	TO:
TIME	INCIDENTS, MESSAGES, NOTES	ACTION TAKEN	

Situation Report Template (ICS 209)	
Reported By	
Date / Time	
Care and Shelter (Food, water, clothing, shelter locations, animal welfare)	
Damage Assessment	
Fires / Hazmat	
Infrastructure (Communications, Power, Water/ Wastewater)	
Medical / Health (Injuries, Deaths, staffing or facilities issues)	
Resources Available	
Resources Needed	
Transportation (Highways / Roads, Bridges, Rail, Buses, Mass Transit)	
Miscellaneous	

Resource Request Message		ICS-213 RR (4/30/2014)	
1. Incident Name:		3. Resource Request Number:	
2. Date/Time:		Purpose: The 213 RR is used by all incident personnel to request tactical and non-tactical resources.	
4. ORDER Note: Use additional forms when requesting different resource sources of supply			
a. Qty	b. Kind	c. Type	d. Priority U or R
e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.			
f. Requested Reporting Location:		g. Order# (LSC)	h. ETA (LSC)
i. Cost			
5. Suggested source(s) of supply - POC phone number if known and suitable substitutes:		6. Requestor Position and Signature: Date/Time:	
7. Section Chief/Command Staff Approval: Date/Time:		9. RESL Review/Signature: Date/Time:	
8. Resources Unit Leader (RESL) - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.		13. Logistics Section Signature: Date/Time:	
10. Requisition/Purchase Order #:		11. Supplier Name/Phone/Fax/Email:	
12. Notes:			
14. Order placed by (check box):		16. Finance Section Signature: Date/Time:	
15. Reply/Comments from Finance:			
Requestor	Plans	Logistics	Finance

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Appendix C: Example MOUs

Cal OES MOU with Businesses

MEMORANDUM OF UNDERSTANDING
Between
[COMPANY NAME]
and the
GOVERNOR'S OFFICE OF EMERGENCY SERVICES

1. PURPOSE OF THE AGREEMENT

Private businesses play a significant role in protecting their employees and community during disasters. Businesses also play a vital role in working with government to facilitate and provide emergency response and recovery from all types of disasters.

This memorandum of understanding (MOU) formalizes the relationship between [Company Name] and the Governor's Office of Emergency Services (Cal OES) so that this company can be fully integrated into the state's Standardized Emergency Management System.

2. AUTHORITIES

This MOU is under the authority of Government Codes 8550, 8570, 8588.1, and 8607 and other statutes as appropriate.

3. PREPAREDNESS ROLES AND RESPONSIBILITIES

System: Like the public sector, the private sector will support emergency response and recovery consistent with the Standardized Emergency Management System and the National Incident Management System. Private sector facilities that are primarily intended to provide a locally based function will integrate with emergency management at the city and county government levels, as appropriate. Private sector facilities that are primarily intended to provide a regional or multi-county function will integrate with the system at the state level.

Cal OES: Cal OES mitigates, plans, prepares for, responds to, and aids in recovery from the effects of emergencies that threaten lives, property, and the environment. Cal OES is the central emergency planning and response agency in California government and coordinates state agency activities and coordinates with the federal government in support of local government requests for assistance during emergencies and disasters.

Partner: [Company Name] [insert preparedness efforts].

4. COORDINATION DURING EMERGENCIES

Notification: Cal OES and [Company Name] will use a mutually agreed upon system to provide notification of emergency conditions that may affect the business or state's interests. This will also include a designated access point at Cal OES for the company's representatives during disasters.

Communications: Cal OES will provide limited access to [Company Name] for the response information management system or its replacement. This will enable [Company Name] to better monitor the disaster events and the need for critical resources. To the extent resources are available, the system will be enhanced to include modules specifically useful for inter-business coordination and resource acquisition.

Coordination: [Company Name] will work cooperatively with other business partners to ensure resources are most efficiently provided consistent with established procedures and government requests. [Company Name] will work with Cal OES and other business partners to develop procedures for implementation of this MOU. Cal OES will provide regular training of the [Company Name]'s representatives and other business partners.

Activation: Cal OES will provide emergency operations center access for pre-designated representative(s) of [Company Name] during a state of emergencies, and other such times as determined appropriate by the Secretary of Cal OES. Cal OES reserves the right to limit access to emergency operations centers based upon safety or security needs.

5. POST EMERGENCY ACTIVITIES

[Company Name] will work with Cal OES and other business partners to evaluate lessons learned after each proclaimed disaster.

6. PROTECTION OF INFORMATION

Information, both in writing and orally, essential to effect emergency response will be shared amongst business partners and Cal OES consistent with applicable laws and the need to protect sensitive proprietary information. This information shall be protected by Cal OES to the extent allowed by law.

7. ADMINISTRATION

Obligations: Nothing herein is intended to create any rights or benefits, substantive or procedural, enforceable at law or in equity, against the State of California, its agencies, departments, entities, officers, employees, or any other person.

Law: Entering into this MOU does not exempt either party from the government procurement requirements of California state law, including the California Public Contract Code, or provides any competitive or business advantage in future State of California or Cal OES procurement activities.

Term: This MOU shall remain in effect until such time as either party to the agreement terminates their participation by providing 60-days notice, in writing, to the other party of their intent to terminate.

8. SIGNATURES

GOVERNOR'S OFFICE OF
EMERGENCY SERVICES:

[COMPANY NAME]:

Mark S. Ghilarducci
Secretary

[Name]
[Title]

Date

Date

American Red Cross Gateway to the Golden State Region – Cooperative Agreement

The purpose of this letter is to document the relationship between the **American Red Cross Gateway to the Golden State Region** and <<XXX>> for the purposes of disaster planning and response. This is not a legal document or contract, but rather a simple statement of agreement to cooperate, share information, develop joint plans and provide services as appropriate. Each organization retains its own identity in providing services, and each is responsible for establishing its own policies and financing its own activities.

Definition of Disaster

A disaster is an impending or occurring event of such destructive magnitude and force as to dislocate people, separate family members, damage or destroy homes and injure or kill people. A disaster produces a range and level of immediate suffering and basic human needs that cannot be promptly or adequately addressed by the affected people and that prevents them from initiating and proceeding with recovery efforts. Natural disasters include floods, tornadoes, hurricanes, typhoons, winter storms, tsunamis, hailstorms, wildfires, windstorms, epidemics and earthquakes. Human-caused disasters include residential fires, building collapses, transportation accidents, hazardous materials releases, nuclear accidents, explosions and acts of terrorism.

Concept of Cooperation

The American Red Cross Gateway to the Golden State Region will:

- Incorporate <<XXX>> in its response plans (EXAMPLE)
- Provide preparedness training opportunities (EXAMPLE)
- Provide shelter training (EXAMPLE)
- Refer clients to <<XXX>> for the purpose of (EXAMPLE)

<<XXX>> will:

- Provide personnel to be trained and deployed as shelter teams (EXAMPLE)
- Accept client referrals (EXAMPLE)
- Provide a facility as a shelter (EXAMPLE)

Method of Activation and Contact

Either organization may contact the other to initiate an opportunity for cooperation. Details of the particular methods of cooperation will be worked out at that time.

The primary points of contact are:

<p>American Red Cross Gateway to the Golden State Region Contact: E-mail: Office: Mobile: Alt Contact: E-mail: Mobile:</p>	<p><<XXX>> Contact: E-mail: Office: Mobile:</p>
---	--

Appendix C: Example MOUs

American Red Cross Gateway to the Golden State Region <<XXX>>

Date: _____ Review Date (after one year): _____

American Red Cross
Gateway to the Golden State Region

<<Name of Organization>>

By: _____
(Signature)

By: _____
(Signature)

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

City of Pleasanton Local Emergency Action Plan MOU

**EMERGENCY PURCHASING
PRIORITY BASIS**

LETTER OF UNDERSTANDING

**This Letter of Understanding is between the City of Pleasanton and
_____ whose address is**

_____ and whose telephone number is
_____ (hereafter referred to as the "Vendor") . The purpose of
this agreement is to establish a relationship with the Vendor to provide emergency supplies and
priority service during local or regional a disaster.

In the event of a local or regional emergency, as declared by the City of Pleasanton, County of
Alameda, or State of California, Vendor agrees to provide the City needed materials at a fair
market price. To the extent that the requested supplies are reasonably available during an
emergency, Vendor agrees to provide such supplies to the City on a priority basis for the benefit
of the public health, safety and welfare. **(Please attach a list and pricing for services and
products that your company/agency can provide during an emergency.)**

City employees may purchase such supplies through the use of:

Check all applicable boxes:

- Standard purchase orders
- Emergency purchase order
- City-issued purchase cards
- City-issued checks

or any other reasonable means acceptable to the Vendor.

Emergency Contact: _____
Name

_____, _____
Address Phone Number

This Letter of Understanding is entered into on the ____th day of _____, 20____.

VENDOR

CITY

By:
Title:

By:
Title:

Appendix C: Example MOUs

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Appendix D: Acronyms

ACS	Alternate Care Sites or Auxiliary Communications Service
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
BOC	Business Operations Center
CAHAN	California Health Alert Network
Cal Fire	California Department of Forestry and Fire Protection
Cal OES	California Governor's Office of Emergency Services
Caltrans	California Department of Transportation
CBO	Community Based Organization
CCC	California Conservation Corps
CDC	Centers for Disease Control and Prevention
CERT	Community (or Corporate) Emergency Response Team
CHP	California Highway Patrol
CISN	California Integrated Seismic Network
CONOPS	Concept of Operations
DOC	Departmental Operations Center
DWR	Department of Water Resources
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Authority
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
ETA	Estimated Time of Arrival
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
HICS	Hospital Incident Command System
IAP	Incident Action Plan
IC	Incident Command or Incident Commander
ICS	Incident Command System
IED	Improvised Explosive Device
JIC	Joint Information Center
JFO	Joint Field Office
LSA	Logistics Support Area
MHOAC	Medical Health Operational Area Coordinator
MOU	Memorandum of Understanding
MRC	Medical Reserve Corps
MRE	Meal, Ready-to-Eat
NIMS	National Incident Management System
OA or OpArea	Operational Area (county)
OES	Office of Emergency Services
PIO	Public Information Officer
POD	Point of Distribution or Point of Dispensing
PPE	Personal Protective Equipment

RACES	Radio Amateur Civilian Emergency Services
RCPGP	Regional Catastrophic Preparedness Grant Program
REOC	Region Emergency Operations Center
SEMS	Standardized Emergency Management System
SOC	State Operations Center
SOP	Standard Operating Procedure
UASI	Urban Areas Security Initiative
VOAD	Voluntary Organizations Active in Disasters

Appendix E: BOC Activation Guide Template

This Appendix is intended to be modified by local government OES staff as appropriate. These components, together, may serve as a BOC Activation Guide to distribute to Private Sector Representatives serving in an EOC.

A. Private Sector Representative Position Description

Emergency Operations Center (EOC) Activation: The EOC may be activated in situations where coordination is imperative for effective response to an emergency event, security threat, or extended weather or energy condition. These events include, but are not limited to earthquake, extreme heat or cold, severe storm, extended or widespread utility emergency, major building fire or emergency, hazardous materials event, terrorist attack, large-scale civil disorder or a planned special event.

Private Sector Representative Participation: During certain emergencies, the private sector may be requested to staff a position at the EOC, either in physical or virtual presence. This includes emergencies where private institutions are threatened or affected by a condition or event or may be asked to provide / coordinate additional resources through the private sector network. The Business Operations Center (BOC) Private Sector Representative will act as a conduit of information and guidance between the Operational Area and local private sector organizations. The Representative's role is to gather status reports and information from critical private sector constituents, provide this information to the EOC Plans, Operations and Logistics Sections, and disseminate information efficiently and effectively to various constituents and stakeholders.

The Private Sector Representative is requested to staff a regular EOC work shift, which is usually from 6:00 AM to 6:00 PM or from 6:00 PM to 6:00 AM. The EOC Representative reports to the EOC Liaison Officer, in the Command/Management Section for that specific EOC. Based on liaison availability, representatives may split shifts and/or be available by telephone.

Private Sector Representative Responsibilities:

- Assess and track the status of private sector problems and needs. Assess the impact to the private sector of problems reported by other entities.
- Gather information on private sector operations by phone, fax, email, internet, news media, and other means available.
- Provide the EOC with information regarding private sector issues (key operational timelines, facility locations, building access needs, transportation issues, relocation logistics, security issues, recovery priorities).
- Make resource offers on behalf of the private sector to the EOC, as resources become available.
- Provide information for EOC status reports as requested.
- Disseminate relevant information and guidance from the EOC to private sector contacts, as authorized.
- Provide brief verbal status updates as requested regarding the health of the private sector and key infrastructure providers.
- Provide a shift change report/briefing to the next Private Sector Representative on duty.
- Participate in meetings and conference calls as needed during the shift.

Qualifications:

- Familiarity with the names and types of local, regional, national private sector organizations and functions.

Business Operations Center (BOC) Activation Guide

- Working knowledge of ICS, SEMS and NIMS emergency management systems (training will be made available at no cost to liaisons). Training must be completed prior to work in EOC.
- Familiarity with your assigned EOC, reporting structure, culture, and chain-of-command through attendance at an orientation or training session arranged through the lead liaison
- Strong oral, written and interpersonal communication skills.
- Good problem solving, assessment and evaluation skills as well as being well organized and prepared. Ability to make timely decisions.
- Strong computer skills, including proficiency with word processing, and spreadsheet programs.
- On-call staff must be within one hour travel time to their designated EOC, if activated.
- It would be desirable for candidates to be able to make this commitment a high priority realizing that there may be times and circumstances where they have to draw their undivided attention toward their own professional and personal priorities. In these cases, other volunteers for that EOC or neighboring private sector representative volunteers would cover the absence.

B. Arriving at the EOC

i. Local Government EOC Location

[OES should insert the Operational Area EOC address and a local map or directions]

ii. Personal Preparation and Resources for Private Sector Representatives

- Dress in comfortable (but professionally suitable) attire. Bring along any personal items that you may require during your shift such as medications or special dietary items, etc.
- Take your personal cell phone and chargers for your own use or as back-up in the event of communications problems with the EOC.
- Take your personal laptop, in case a PC is not available in your EOC.
- Bring this Activation Guide, either hard or soft copy.

iii. Check In and BOC Information Tools

Upon arrival, check in at sign-in desk, the BOC Private Sector Representative should report to the [BOC Liaison who is xxxxxxxx, or Logistics Chief].

BOC Location Within EOC

- The BOC is a seat or desk located in [the agency area or Logistics Section]
- The representative may be assigned, depending upon the event, to a different section (Logistics, Donations, Public Information Officer, etc.). Please refer to the section, "The BOC Within ICS and SEMS."
- [The color **xxxxxx** has been designated for the BOC vest(s).]

Connectivity/Communication

- [] direct telephone line
- Email address: _____@gmail.com (password: _____) [OES can create a gmail address if no OES email address is available]

Computer Access and [WebEOC]

- [OES provides one stationary desktop computer with Internet access.] The computer may be used to access [WebEOC].
- [A WebEOC password may be issued to the BOC Private Sector Representative.] See [link or document] for login instructions.

NOTE: BOC Private Sector Representatives should not create missions. However, [document/link] provides instructions on how to view mission requests and create/view situation status reports and may be used as a reference.

C. Contact Information for Advisory Committee and Information Distribution List

The BOC Private Sector Representative should distribute SitReps, guidance and any other information that might be helpful to businesses through the following networks:

[Please insert list or table of local private sector and business association contacts]

D. EOC Organization Chart

[Insert recent EOC ICS chart. Add BOC box to appropriate ICS branch.]

E. Summary of Private Sector Representative Role

For more information, refer to the Position Checklist on the following page.

Task	Suggested Actions
Arrival/set-up	Report into BOC Liaison or EOC Coordinator. Set up computer and phone. Notify the Advisory Committee and CRA with your contact info. Start an Activity Log which helps the next shift.
Send a Situation Report (SitRep) each shift	Get briefing from Liaison Officer or Section Chief. Obtain the EOC's most recent SitRep or fill out template SitRep. Include utility status and road closure info. Filter law enforcement sensitive info (#s of officers) and confidential info (like company names). If public health risk, ask for workplace safety guidance. If banks request impacted zip codes, ask GIS in Planning Section. Monitor social media. Send a SitRep each shift to the Advisory Committee and CRA. NOTE: All information to be disseminated outside the EOC MUST BE APPROVED BY THE PIO or his/her designated agent before being released.
Introduce yourself	Meet Logistics Chief and team. Meet utility representatives. Meet American Red Cross and non-profit representative (such as CADRE, CARD, VOAD, THRIVE).
Resource request	From Logistics Section. Log contact info, mission #, delivery address and rationale in Activity Log. Check Resource Table. Send request to the [Advisory Committee and CRA], and follow up later with if no response.
Resource donation	Log donor contact info, location, availability, and transportation needs/ETA in Activity Log. Report to Logistics Section, Donations Management Unit.
Resource deployment	Ask Operations Section for road closures (law enforcement or county transportation agency) and send to resource provider or donor.
Organize conference call for businesses	Consider starting day 2. Talk to BOC Liaison, must be coordinated with and approved by the PIO. Send dial-in info to the Advisory Committee and CRA for distribution to business networks.

F. Private Sector Representative Position Checklist

The following checklist and table are intended to help a BOC private sector representative assist in a government Emergency Operations Center (EOC):

Initial Activation:

- Sign-in at the sign-in desk.
- Obtain activation vest. Ensure that the vest is the correct color corresponding to the appropriate ICS function and that the BOC label and your name are visible.
- Check in with the EOC Coordinator or BOC Liaison and obtain briefing.
- As time permits, introduce yourself to the Logistics section, non-profit, American Red Cross, and other agency representatives for the purpose of identifying potential private sector resource requests and collaboration.
- Start an Activity Log (see Appendix C for a template) or use the log sheet supplied by the EOC.
- Inform the BOC Team Leader, local Private Sector Advisory Committee (PSAC), local industry partners, and BOC representatives at the Cal OES Coastal Region EOC (REOC) and State Operations Center (SOC), if activated and staffed, that you are activated in the local EOC and provide contact information.
- Collect as much information as possible regarding the current situation and potential or anticipated resource requests. Create a Situation Report for dissemination to the business community. You can use an existing operational period Situation Report that has been vetted for public dissemination or create one (see Appendix C for a template). Be sure to delete confidential, proprietary, and sensitive information and to review the Situation Report with the Public Information Officer (PIO) before dissemination. **NOTE: All information to be disseminated outside the EOC MUST BE APPROVED BY THE PIO or his/her designated agent before being released.**
- Make contact with the BOC in the Cal OES Coastal Region EOC (REOC) and State Operations Center (SOC), if activated and staffed. Ask BOC Liaison or CRA for REOC and SOC contact info.
- Log into and obtain instruction in using any EOC information management system(s) that might be in use, e.g. WebEOC.
- Review mission requests, usually found within the EOC information management system in use.
NOTE: BOC Private Sector Representatives should not create missions unless specifically requested to do so by EOC Command or designated agent.

- Assess BOC staffing needs and work with BOC Liaison or EOC Planning representative to approve BOC staffing pattern for current and anticipated operational periods, as necessary.

Sustained Operations:

- Determine from the BOC Liaison the operational period, frequency of situation reports, conference calls, planning meeting schedule, etc. to support EOC activities.
- Send situation reports, guidance, maps, and resource requests to external stakeholders, as appropriate. Conduits for that information may include the Advisory Committee and the CRA (see Annex for contact information). **NOTE: All information to be disseminated outside the EOC MUST BE APPROVED BY THE PIO or his/her designated agent before being released.**
- Provide status reports (resource allocation, critical infrastructure concerns, etc.) in coordination with the BOC Liaison to be shared with the Planning/Intelligence Section for inclusion in the Situation Report, EOC Director and JIC. Point out any sensitive information. Sensitive information will only be shared with the appropriate Chief positions, EOC Director and entities with a direct response role, if applicable.
- Assist with fulfilling resource requests in coordination with the Logistics Section. Check that existing Operational Area and local approved vendors have been contacted.
- Ensure all BOC mission coordination is shared with the BOC Liaison. Make notes in an Activity Log or mission tracking spreadsheet (see Appendix C for template).
- Encourage donors to register with the Cal OES Limited Liability Registry when donating resources.
- Coordinate business outreach messages with the BOC Liaison and JIC/PIO.
- Establish coordination with EOC functions as necessary.
- Work with American Red Cross, Department of Social Services and other appropriate stakeholders to assist with shelter needs, if applicable.
- Maintain communications with the BOC representative in the Coastal REOC and/or SOC BOC, if activated.
- Establish conference call schedule with external stakeholders, if applicable.
- Participate in briefings/meetings, as requested.

- Brief the BOC Liaison on a regular basis. Immediately report information regarding limited resource concerns, sensitive information, unusual activities, etc.
- Monitor WebEOC and any other communication and resource management tools (e.g.: Aidmatrix's Donation Management network – www.aidmatrixnetwork.org, California Resiliency Alliance Emergency Network – www.craen.org) that might be in use to manage potential information and resource requests.
- Answer BOC main phone line, check BOC email, fax, and social media on a regular basis.
- Brief the next shift's BOC Private Sector Representative and transfer the Activity Log.

Demobilization:

- Complete and send a final Situation Report (see Appendix C for template), which you should label as a "Final report."
- Inform the BOC Team Leader that your presence is no longer required.
- Close out or re-assign any open resource requests.
- Leave notes and Activity Log with BOC Liaison.
- Make "hot wash" notes on what went well and areas of improvement for the After-Action Report.
- Return your vest, supplies, and any EOC equipment and sign-out.

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Produced by the Bay Area UASI
<http://bayareauasi.org/>