

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

Coordinating a Private Sector Advisory Committee: Strategic Plan

July 2014

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Table of Contents

- I. Preface..... 1**
- II. Using This Document..... 2**
- III. Overview..... 3**
 - A. Business Operations Center Function..... 4**
 - B. Private Sector Advisory Committee Function..... 5**
 - C. Structure of the Private Sector Advisory Committee (PSAC)..... 5**
- IV. Benefits and Framework..... 7**
 - A. Benefits of Public-Private Partnership..... 7**
 - B. Framework for Effective Public-Private Partnerships..... 9**
 - C. Developing and Maintaining Public-Private Partnerships.....10**
 - D. Ethical Conduct of PSAC Members..... 11**
- V. Collaboration Activities..... 13**
 - A. Information Sharing..... 13**
 - i. Key Information and Distribution..... 13**
 - ii. Advanced Resiliency Technology..... 16**
 - B. Economic Resilience and Recovery..... 17**
 - i. Lifeline Restoration..... 17**
 - ii. Fuel Shortage..... 18**
 - iii. Key Personnel Access..... 18**
 - iv. Re-occupation of Facilities..... 19**
 - v. Small Business Continuity..... 20**
 - C. Resources and Logistics Support..... 21**
 - i. Identifying and Providing Private Sector Assets and Resources to Assist in Disaster Response..... 21**
 - ii. Commodity Distribution..... 25**
 - iii. Volunteers..... 25**
- VI. Prioritizing Activities..... 29**
- Appendix A: Example MOUs..... 33**
- Appendix B: Acronyms..... 39**

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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 Strategic Plan assists public sector (local government) coordinators and private sector partners in establishing and facilitating a Private Sector Advisory Committee (PSAC).

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 Strategic Plan will help a PSAC coordinator:

- **Compile a task-based work plan for a PSAC by prioritizing identified activities.**
- **Implement public-private partnerships.**
- **Use tools and reference materials to execute a PSAC work plan.**

III. Overview

In accordance with FEMA's "Whole Community" approach to crisis response and community and economic recovery, the local government Offices of Emergency Services (OES) in the San Francisco Bay Area, recognize the need for communication, coordination and cooperation among all community stakeholders – 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 Glenview gas pipeline explosion in San Bruno, 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) this 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) a 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.

Without a work plan, previous efforts to bring business and government together around disaster planning have been ad hoc, and have tended to dissipate as stakeholders lose interest due to lack of focus and deliverables. The work of identifying gaps and strategic projects or initiatives is key to sustaining the PSAC, keeping participants engaged and providing value to the OES with which the PSAC works.

This section of the Strategic Plan provides an overview of the purpose and structure of a BOC and PSAC.

A. Business Operations Center 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 incident. Those include:

- 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 and Industry Representative or Private Sector Liaison. For consistency across EOCs, this guide recommends calling this position a BOC, even if it comprises only 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.

During an emergency activation of the EOC, the representative(s) staffing the BOC (the **BOC Private Sector Representative**) helps communicate resource requests to business networks and facilitate deployment of available business resources and capabilities that can address community needs. The BOC Private Sector Representative facilitates the deployment of the requested resource by *providing* open route information to the donor or provider and arranging transportation, if needed, with the help of the Logistics Section.

The BOC is not meant to replace resources available from existing municipal vendors on a procurement basis. The BOC is intended to support government by identifying private sector sources that may not be able to be provided through existing vendor lists or other authorized sources.

B. Private Sector Advisory Committee Function

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 local Offices of Emergency Services 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 through defined activities 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; and
- Creating a network to share information with local business communities during and in preparation for emergency response and recovery.

C. Structure of the Private Sector Advisory Committee

- The PSAC will decide how often to meet. It is recommended to meet at least quarterly to keep momentum going, although most PSACs choose to meet more often (e.g. every two months or six times in a year) to ensure maximum sustainability and effectiveness.
- The local government that the PSAC supports should designate a representative or point of contact from its staff to participate in the PSAC meetings. Additionally, appropriate local government agencies may opt to provide representatives on a regular or as needed basis, including representation from the City / County Administrator's Office, Office of Economic and Workforce Development, Public Works Department, and/or Office of Technology.
- At the outset, one or two individuals should be identified to help spearhead the first 3 – 4 meetings. Afterwards the PSAC may at any time elect a leadership structure that may include a leadership team - a Chairperson, Vice Chair, etc. - as well as subcommittees or project teams to accomplish specific objectives or goals.

Members of the PSAC may include:

- Representative(s) of the local government Office of Emergency Services and other agencies that may have an interest in supporting private sector engagement in emergency response and recovery.
- Key employers and businesses that have impact on the local economy.
- 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.
- 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.
- 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, transportation and roads water, waste water,, and waste disposal.

IV. Benefits and Framework

This section of the Strategic Plan provides an overview of the benefits of a public-private partnership as well as frameworks for developing effective partnerships.

A. Benefits of Public-Private Partnership

Establishment of the Private Sector Advisory Committee (PSAC) is intended to facilitate *ongoing* collaborative local cross-sector planning between businesses and Offices of Emergency Service. In contrast, the Business Operations Center (BOC) facilitates operational coordination between public and private sector activities *during* emergencies and disasters.

Eight Key Benefits to Public and Private Sector Partnerships*

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, government and the private sector can:

- 1. 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 also relies on timely information from the government to make sound business decisions related to operations, customer and employee safety, and communications.
- 2. 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.
- 3. 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.

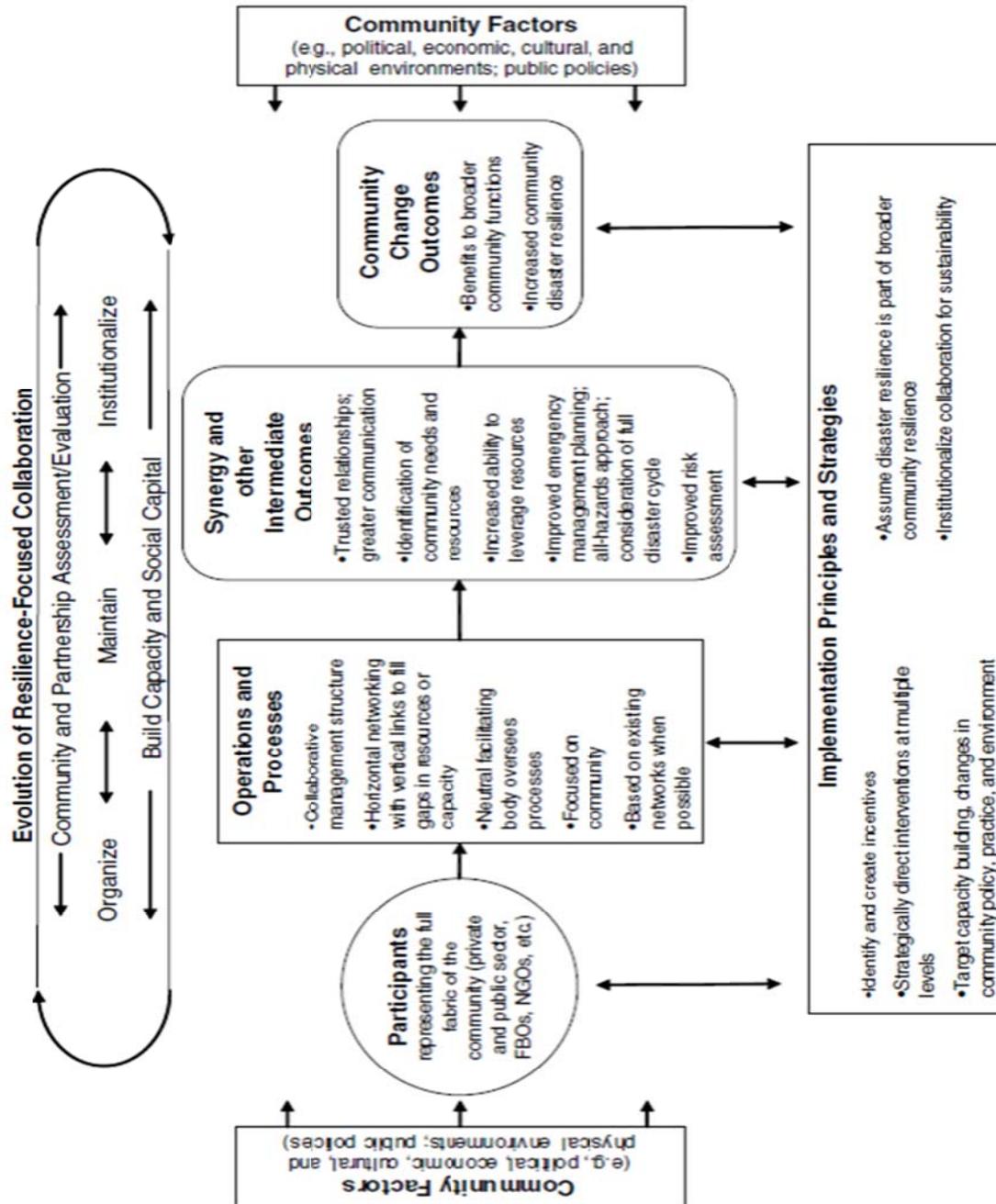
* From the DHS Homeland Security Grant Program FY2012, *Supplemental Resource: Support for Public-Private Collaboration*.

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.

- 4. Expand reach and access for communication efforts.** Regular and meaningful communication is vital to the success of any effort. When private 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.
- 5. Better coordination with other efforts by segments of the private sector.** No matter what stage of the emergency management cycle you are in, 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.
- 6. 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.
- 7. 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.
- 8. 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.

B. Framework for Effective Public-Private Partnerships

The National Research Council of the National Academies developed a conceptual framework for effective public-private collaboration based on best practices in partnerships for its report *Building Community Disaster Resilience through Private-Public Collaboration*:



Benefits & Framework

Consistent with the conceptual framework, the PSAC is a collaborative management structure and neutral facilitating body for processes. The PSAC includes private sector stakeholders from a variety of sectors, and utilizes existing networks when possible.

To achieve effective collaboration, the PSAC should adopt implementation principles and methods that strategically provide support at multiple levels (information sharing, resource coordination, etc.), target capacity building, and institutionalize collaboration for sustainability.

C. Developing and Maintaining Public-Private Partnerships

In the report *Building Community Disaster Resilience through Private-Public Collaboration*, the National Research Council of the National Academies[†] recommends the following developmental steps and guidelines to build effective collaboration:

- **Identify Leadership.** Offices of Emergency Services (OES), with the support of the Bay Area Urban Areas Security Initiative (UASI), understands the importance of partnering with the private sector and has conducted the due diligence to recognize key business leaders in the local business community, larger companies that operate locally and employ local resources, and key resource and infrastructure operators.
- **Create an Advisory or Leadership Team.** OES and/or its agent(s), such as the California Resiliency Alliance, form the leadership team that reaches out to local business leaders and key industry representatives to develop the purpose, goals, and initial outreach strategy needed to launch the PSAC.
- **Invite Key Stakeholders to the Table.** Identify and invite key representatives and private sector stakeholders to participate in the PSAC, including representatives from large businesses, associations and small business networks.
- **Institutionalize Collaboration by Developing an Organizational and Operational Framework.** The PSAC will be the organizational framework for *ongoing* public-private collaboration, while the BOC will function *during* an emergency activation as the operational link for businesses with the EOC.
- **Identify Collective Resources and Capabilities that Mitigate Disaster Impact.** The Strategic Plan suggests activities for the PSAC intended to move the needle toward achieving the goal of efficient resource identification and allocation in response to a critical incident.
- **Focus on Disaster Resilience and Explore Community Resilience.** This Strategic Plan suggests activities for the PSAC intended to move the needle toward achieving the goal of increased disaster resiliency and effective community and economic recovery.

[†] Report available for download at: http://www.nap.edu/catalog.php?record_id=13028

- **Develop Feasible and Measurable Objectives.** The PSAC with partners from local OES should evaluate feasibility of desired goals and develop measurable and concrete objectives and milestones for activities it determines to pursue. This should include specific deliverables that are achievable while also providing the greatest benefit to emergency management partners in planning for and executing critical incident response and recovery
- **Build Capacity.** As the PSAC collaborates, achieves deliverables, and demonstrates value to participating stakeholders, the body will continue to conduct outreach to continually renew the body. Coordination with additional community partners, such as non-profit, community-based, and faith-based organizations, will build “whole community” resiliency. The “launch” of the PSAC is not an end-state as the body continues to evolve over time, take on projects as yet unforeseen, and include new private sector community leaders that may emerge.

To encourage sustainability of a partnership, the National Research Council recommends that “collaboration succeeds when value is demonstrated and incentives are provided to participants in reaching communitywide goals.” This Strategic Plan is intended to provide the PSAC potential collaboration activities that build community and economic resiliency, and are organized in the following chapters: *Information Sharing, Economic Resiliency and Recovery, and Resources and Logistics Support*.

It is recommended that the PSAC prioritizes the activities it desires to undertake with OES each year, so that the PSAC and OES can focus on and accomplish key “deliverables”, which demonstrate value to participants and encourage continuing participation. This Strategic Plan includes an activity ranking survey form in the section titled “Prioritizing PSAC Activities”.

D. Ethical Conduct of PSAC Members

PSAC members or their affiliates will not use the PSAC 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 PSAC for any purpose other than the accomplishment of the documented goals.

BOC Private Sector Representatives and PSAC members serve the local government OES on behalf of all organizations in their respective sectors and industries. PSAC members 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.

PSAC 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 PSAC representatives not share confidential or proprietary information issued by the local jurisdiction's OES, other agencies, or that may be available from another PSAC partner. For example, confidential information specific to a power outage should not be shared outside of the PSAC unless approval is obtained from the utility provider, Public Information Officer (PIO) or Joint Information Center (JIC), and EOC Staff Liaison to the BOC (BOC Liaison) in coordination with the EOC Director, or is included in a publicly available situation report or webpage that has likely been vetted for sensitive information.
- ***Resource Gaps.*** The PSAC is not meant to replace resources or resource allocation management systems available from existing vendors on a procurement basis. The PSAC 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 channels.

V. Collaboration Activities

This section is a compilation of activity ideas for consideration and prioritization by a Private Sector Advisory Committee (PSAC). These are presented within three broad categories of *Information Sharing*, *Economic Resilience and Recovery*, and *Logistics Support* to help a PSAC get started with identifying the critical activities for improving resilience in their community.

A. Information Sharing

Businesses need information during a disaster to make employee safety, business continuity, and community assistance decisions.

i. Key Information and Distribution

The BOC Private Sector Representative(s) compiles and shares this information:

- ***Situation Reports (SitReps)*** – During an emergency activation, local, regional, and state EOCs typically generate a Situation Report each shift. These SitReps often include status of response, injuries and damage estimates, utility restoration, road closures, and shelter locations, and are very useful to businesses. It is important that the BOC Private Sector Representative ascertain whether the information contained in the SitRep has been vetted to determine what, if any, of the information contained therein is to remain confidential and which is available for distribution to private sector partners.
- ***Guidance.*** Depending on the nature of the emergency, certain government departments provide information useful for employee safety through their Public Information Officer (PIO) or Joint Information Center (JIC). For example, public health departments often provide guidance during health emergencies like H1N1 in 2009 or hazardous releases, such as radiation risk after the Japan earthquake and

“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

tsunami in 2011. The County's Office of Education may provide information on school closures that impact the ability of the workforce to resume working.

- ***Business Status for the Emergency Operations Center (EOC).*** EOC management may ask the Business Operations Center (BOC) or Private Sector representative to request, collect and compile information from businesses, such as damage estimates. For example, after the Mehserle Verdict in 2010, the Regional Emergency Operations Center (REOC) needed 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 or Private Sector Representative for specific information related to their operations. During the Asiana airplane crash at San Francisco Airport (SFO) in 2013, for example, a company needed information about which area hospitals its employees had been taken. They were unable to access that information through publicly announced information channels. Working through the Private Sector Representative, they were able to efficiently obtain the information needed for their employee health and safety operations.

ACTIVITY IDEAS:

Create Distribution List & Communication Protocol

The PSAC can compile a Distribution List of businesses and associations, so that if the EOC is activated, the BOC Private Sector Representative can distribute SitReps, guidance and any other information that might be helpful. The Distribution List should include businesses and the following networks:

- The PSAC, which includes key employers, associations such as Chambers of Commerce and Building Owners and Managers (BOMA), and representatives from key industry segments such as transportation (FedEx), hotels/apartments, and pharmacies (Walgreens). Contact information for the PSAC is listed in the Annex.
- The California Resiliency Alliance (CRA) which will, as appropriate, share the information with Cal OES MOU partner businesses, regional business continuity associations such as the Business Recovery Managers Association (BRMA), BARC *first* banking coalition, the Association of Contingency Planners (ACP), and businesses around California. The CRA's contact info is SitRep@CAresiliency.org and 415.830.4230.

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*

Compiling email addresses ahead of an emergency is advised to avoid sending large distribution emails that risk going directly into spam folders.

The PSAC can also compile contact information and protocol for alternate communications if normal information, computer, or telecommunications (ICT) channels are unavailable:

- Cell phone numbers for text messaging
- Two-way radio networks for business districts
- Satellite phone or amateur radio contact information
- Training for alternate communications, including radio networks, HAM, short-wave communication line accessibility and redundant social media.

The PSAC may also research and 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.
- Online interactive forum where PSAC members can participate and share ideas, such as a Facebook page or group on CRA's website.
- Process for BOC private sector representatives to email, text or call with situation reports, resource requests, or other info under different telecommunications availability scenarios.
- Collaboration tool(s) that enables PSAC members to share information and post questions, such as a WebEOC board configured for the PSAC members or any of the widely available technology enabled "chat" or bulletin board tools.
- Joint public-private exercises that test the sharing of information with the private sector to train BOC Private Sector Representatives and the PSAC, and refine communication protocols.

During the 2010 Mehserle verdict and 2011 Occupy protests, private sector representatives in the REOC and Oakland EOC:

- *Communicated protest schedules to Oakland and San Francisco businesses to facilitate employee and customer safety*
- *Surveyed grocery store status to make sure residents could buy food*
- *Surveyed local employers to make sure businesses could resume operations*

ii. Advanced Resiliency Technology

ACTIVITY IDEAS:

Social Media Training and Assistance to OES

Some Operational Area Offices of Emergency Services have requested assistance from private sector volunteers with expertise in communications technology that can assist the Public Information Officer (PIO) or Joint Information Center (JIC) to better utilize new online communications channels such as social media.

Some tasks and skills guidance that could be helpful include:

- Monitoring social media during activations
- Tools to assist in the effective and efficient monitoring of social media, and hands-on training or guides in the use of those tools
- Crafting pre-approved social media messaging or message templates that can be used in the case of more common emergencies and activations
- Guidance available in printed or electronic format as to the creation of effective social media messaging

Businesses can also help OES with data collection and information management, in general, including geo-mapping.

Create an EOC Technology Showcase

In one initial PSAC meeting, discussions ensued about inviting technology companies, many of which are part of the PSACs, to showcase their technology tools that may be useful during disaster response. In particular, PSACs would like for emergency management to be able to utilize technologies that improve situational awareness, such as geo-mapping and social media monitoring, and facilitate collaboration among government, business and non-profit stakeholders.

Establish Technology Hubs

The PSAC can investigate the access and use of technology such as solar panel islands, p-wave detectors, special cellular bandwidths, cloud services, and blimps or drones to provide temporary telecommunications capability. Co-working sites can be designated that enable start-up companies to resume operations.

B. Economic Resilience and 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

Lifelines are critical infrastructures and the resources that depend on them, including water, waste water, electricity, natural gas, gasoline and petrochemical products, transportation, and communications. 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.

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

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

ACTIVITY IDEAS:

Prioritize Supply Chain Routes

The PSAC can identify for OES key routes for debris removal to facilitate resumption of key supply chains such as food. Also, since utilities are often co-located, cooperation between utilities and government to prioritize access for repair crews can facilitate restoration.

Identify Service / Commodity Hubs

Using their knowledge of areas where commerce and available services and commodities are concentrated within their geographic area, the PSAC can with OES partners identify key areas where the general public is likely to go to seek out essential services and commodities. These areas can then be considered for prioritization of debris removal and essential infrastructure services resumption to allow for their use which could facilitate local economic and community recovery.

Identify and Solve Interdependencies

The PSAC can help businesses recognize and address interdependencies and gaps between plans. Many lifelines, for example, are dependent upon the restoration of electricity and debris removal to open routes to allow repair crews.

Some critical infrastructure businesses, such as hospitals, may be dependent upon relatively few vendors for certain essential supplies, such as diesel fuel for generators. During a major disaster, these vendors may not be able to adequately supply these needs. The PSAC can work with businesses to de-conflict these Memoranda of Understanding (MOUs), and help identify alternate sources.

ii. Fuel Shortage

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. During Sandy, for example, a utility providing mutual aid in New York rented cars with full gas tanks in order to source fuel for their response.

The Bay Area, as well as Northern California overall and much of the western United States, is dependent on local refineries in Contra Costa County and Kinder Morgan's pipeline network. This was identified as a significant recovery issue during stakeholder workshops conducted during planning for the Lifelines Restoration Annex of the Bay Area Region Catastrophic Earthquake Recovery Logistics Plan.

ACTIVITY IDEAS:

Pre-identify alternate fuel supplies and distribution

The PSAC can work with local OES to 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. The PSAC can also identify fuel stations and distributors that either have generator hookups to continue providing fuel during power outages or those that should be targeted for priority restoration due to geographic location, likely accessibility, or other determined criteria.

iii. Key Personnel Access

Many businesses depend on key personnel, such as certain IT staff, repair crews, or drivers who are transporting equipment and supplies essential to continued business operations and recovery who may require access to a company's facilities.

ACTIVITY IDEAS:***Credentials for Key Personnel***

The PSAC can work to develop a system for key private sector personnel to gain access to affected areas. This could take the form of pre-recognized credentials that are distributed physically or electronically prior to an event or on an ad hoc / as-needed basis in the aftermath of an incident. It could also take the form of a protocol or process utilizing identification documentation already in existence (e.g. staff ID cards, business cards, or other forms of identification used on an everyday basis).

Credentialing protocols and systems have traditionally been very difficult to implement as it takes significant resources to align all agencies and personnel (emergency management, law enforcement, fire fighters, etc.) required to recognize and accept the credentials. Credentials must also be flexible and available on an as needed basis as repair crews and truck drivers may be from outside the area or may be contractors engaged in real time and as-needed to assist in the response and recovery.

iv. Re-occupation of Facilities

After a major earthquake, buildings are tagged (red, yellow or green) based on a rapid and cursory inspection. However, it may take weeks for over-whelmed building inspectors to re-assess a building to allow employees and companies to resume normal occupancy.

ACTIVITY IDEAS:***Expedited Building Inspections (such as BORP)***

A model program to facilitate and expedite building inspection and re-entry is San Francisco's Building Occupancy Resumption Program (BORP), under which a city or county building department can pre-certify qualified private sector Structural Engineers and other appropriate professionals as building inspectors. Building owners can engage these professionals to pre-inspect building, create a building inspection plan, and to be available to re-inspect the building to determine damage levels and occupancy after a major incident. In addition to San Francisco, Sunnyvale is in the process of implementing a BORP program.

The PSAC can work with local building departments to adopt BORP programs. PSAC members can also conduct outreach to recruit qualified engineers and other appropriate professional personnel to take on the role of building inspectors that can be engaged by building owners prior to an emergency that might affect a building's structural integrity.

v. Small Business Continuity

Small businesses are often most vulnerable after a disaster. 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.

ACTIVITY IDEAS:

Promote Business Continuity Planning for Small Businesses

The PSAC can encourage and provide information to small businesses on business continuity planning. Potential resources include:

- Publicly available online basic business continuity plan toolkits
- 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), that include as part of their membership consultants who may be willing to offer training on continuity planning to the small business communities.

C. Resources and Logistics

When disaster strikes business communities can provide resources to support local response and recovery. Businesses want to help but don't always know how to best and most efficiently make their capabilities and resources available. Private sector resources include facilities, supplies, transportation, equipment, technology skilled professionals, and volunteers.

i. Identifying and Providing Private Sector Assets and Resources to Assist in Disaster Response

Offering resources during an emergency can be very difficult. Very often specific types of resources are needed at different times throughout the response and recovery requiring companies to determine what types of resources and capabilities they have available at what time. Pre-identifying resources that companies have on-hand every day before disaster strikes enables local OES partners to plan how to utilize and deploy resources. By pooling resources ahead of time, businesses can substantially contribute to community resiliency and recovery.

ACTIVITY IDEAS:

Create a Readiness Toolkit for Chambers of Commerce and Community Business Associations

The PSAC can create a readiness "toolkit" template for use by local business networks, such as Chambers of Commerce, that includes forms for participating businesses to provide emergency contact information and identify equipment, supplies, training, and capabilities. An example is the Coastside Emergency Action Program (CEAP) established by the Half Moon Bay Coastside Chamber of Commerce. The CEAP committee keeps the local business asset directory updated and meets monthly to improve business preparedness.

Pre-identify Local Private Sector Resources

The PSAC can compile a list of resources (equipment, supplies, volunteers, technology, transportation, etc.) that may be available to OES and the EOC during a disaster, on a non-obligation basis, from private sector partners. It is often difficult to both identify and deploy in-kind resources during an emergency unless there is pre-knowledge of those resources.

Pre-identifying resources before a disaster (with contact information for the owner that has authority to release the resource) significantly facilitates the

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

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

response by enabling OES to plan for deploying the resource. Businesses can often lend, donate or provide the following resources:

- Resources related to core product, distribution systems, or expertise:
 - ✓ Food, bottled water, supplies, pharmaceuticals
 - ✓ Logistics, transportation, supply chain
 - ✓ Call centers and trained operators
 - ✓ Technology capabilities and trained professionals to set-up and operate the technology
- Resources many companies can provide on an ongoing basis:
 - ✓ Cafeterias and industrial kitchens
 - ✓ Parking lots
 - ✓ Warehouses and logistics capabilities
 - ✓ Volunteers (see Section iii. below)

The PSAC can pre-identify local providers of resources and create a resource table that OES and the BOC Private Sector Representative can use during an emergency, (see page 24 for an example of such a table), which would save time and effort during a response and recovery.

A Memorandum of Understanding (MOU) between a private sector donor or provider and OES may be helpful in outlining how a resource such as a facility, equipment, supplies or technology can be requested and deployed in the event of an emergency. Please refer to Appendix A for sample MOUs.

During an emergency, while most national retailers want to assist with resources and capabilities, many prefer to receive and coordinate resource requests through the Business Operations Center (BOC) at the State Operations Center (SOC) rather than working with multiple affected Operational Areas or cities, even if the retailer may have locations, employees, and customers in the local area. Many of these companies have national Emergency Operations or Incident Command Centers that manage critical incidents that may occur.

The California Governor's Office of Emergency Services (Cal OES) has a Memoranda of Understanding (MOU) with global businesses and non-profit organizations that include

- WalMart
- Target
- Home Depot
- Lowe's
- California Grocers Association
- Bank of America
- Wells Fargo
- Gap Inc.

- UPS
- Grainger
- Sears

The complete and current list is on the Cal OES website - [www.Cal OES.ca.gov](http://www.CalOES.ca.gov) - under Infrastructure Protection ([http://www.Cal OES.ca.gov/InfrastructureProtection/Pages/MOUs.aspx](http://www.CalOES.ca.gov/InfrastructureProtection/Pages/MOUs.aspx)). Resource requests meant for Cal OES MOU partners may need to 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). When asked to identify resources that can be donated during a disaster, some companies raise concerns about legal liability. 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. Participation in the registry can be found on Cal OES's webpage [www.Cal OES.ca.gov](http://www.CalOES.ca.gov) under Infrastructure Protection (<http://liabilityregistry.calema.ca.gov/>).

SAMPLE PRIVATE SECTOR RESOURCE GUIDE

The Private Sector Advisory Committee may identify a similar listing of resources with local providers. The following is an example from the BOC at the State Operations Center (SOC)

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. Safeway also reachable thru CRA.
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) Movie studios in Los Angeles 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 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	SOC Utilities Operations Center (UOC) works with California Energy Commission and refiners. Chevron via UOC, CRA or BRMA. Other refiners via UOC.
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.

Collaboration Activities - Resources & Logistics

ii. Commodity Distribution

The Regional Catastrophic Earthquake Logistics Response 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. Volunteers will be needed to staff these sites:

- Logistics Staging Areas (LSAs)
- commodity and medical Points of Distribution (PODs)

ACTIVITY IDEAS:

Outreach to Potential LSAs, PODs, and MOU Partners

A local jurisdiction's OES has requested its PSAC's assistance in contacting a list of potential LSA and POD sites that are owned by the private sector. A Memorandum of Understanding (MOU) between a private sector donor or provider and OES can be helpful in outlining how a resource such as a facility, equipment, or transportation can be requested and deployed in the event of an emergency. Please refer to Appendix A for sample MOUs.

Pre-plan Local Transportation, Logistics and Resource Coordination

The PSAC can assist in identifying local transportation, warehousing or staging, and distribution capabilities. A plan can be developed to prioritize distribution routes for debris removal, resolve access issues for trucks, fuel availability and security, and provide this information to private sector logistics partners.

iii. Volunteers

Businesses can encourage employees to volunteer to help respond. When disaster strikes, employees want to help, but often lack the training required for specific roles that can significantly benefit the community.

ACTIVITY IDEAS:

Recruit Volunteer EOC Private Sector Representatives

During emergency operations (activation), the Business Operations Center (BOC) facilitates communication and coordination with the private sector and a government EOC. The BOC Private Sector Representative distributes Situation Reports, guidance and any other information that might be helpful to businesses through the PSAC, CRA and other business networks. The BOC Private Sector Representative also helps coordinate resource requests to business networks and facilitate deployment of private sector donations that can address community

needs. These representatives perform an important role during an emergency and gain useful crisis management skills valuable to their employers.

The PSAC can recruit volunteers from companies or business organizations willing to train to become a BOC representative. Please refer to the *BOC Private Sector Representative Activation Guide* for more information. Training includes:

- Online Incident Command System (ICS) training courses
- CRA training webinar or video
- OES training or orientation classes held in the EOC.

Recruit Technology Volunteer Teams

In recent evacuations for hurricanes and other disasters, shelters need Wi-Fi and recharging stations for evacuees. Bay Area businesses, particularly those in Silicon Valley, are well-suited to recruit volunteers with IT skills into teams that can help either shelters, community-based organizations such as health clinics, and neighborhoods re-establish connectivity.

The PSAC can recruit volunteers from companies willing to train to become a deployable team. FEMA created a program called NET Guard to organize technology volunteers into teams that can be deployed during an emergency. Training includes:

- Incident Command System (ICS) training courses
- Creating team toolkits that may include Wi-Fi communications equipment and charging stations.

Disseminate Information on Community Volunteer and Preparedness Programs

There are a number of existing programs operated by government, non-profit, and local industry associations that have opportunities for volunteerism and employee engagement in preparedness and community resilience.

The PSAC can work with its government partners to devise a system to collect and disseminate information through its network about ongoing volunteer and preparedness opportunities with these partner programs.

- Local Community Organizations: Community Non-profits (CARD, CADRE), Merchant Associations, Business Improvement Districts (BIDs), Community Benefit Districts (CBDs), Chambers of Commerce
- Community Emergency Volunteer programs usually sponsored by government first responder agencies – Community Emergency Response Teams (CERT), Communities of Oakland Respond to Emergencies (CORE), Neighborhood Emergency Response Teams (NERT)

- Non-Profit Response / Service Providing Agencies – American Red Cross Chapters, Salvation Army, Goodwill, and local congregations and faith-based organizations
- Preparedness and Training Activities – Great California Shakeout (<http://www.shakeout.org/california/>), preparedness and response trainings provided by local Offices of Emergency Services (e.g. ICS classes and public preparedness seminars)
- Community health and wellness recovery programs.

Establish Business Emergency Response Teams

Certain companies are developing shorter CERT-like training programs for employees, called Business Emergency Response Teams (BERT), and then organizing and training these teams for emergencies that might take place in the workplace. The PSAC can help to promote BERT training programs among local businesses.

Companies can also prepare employees with emergency response kits, and how to become community ambassadors.

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VI. Prioritizing Activities

Often, public-private partnerships try to accomplish too many activities, and lack focus and milestones that keep participants engaged over time. The Private Sector Advisory Committee (PSAC) should prioritize its activities by ranking them each year, and then focusing on the top two or three to ensure value to participants.

Two tools are provided to assist PSACs with identifying, selecting, and prioritizing activities. The first is an *Activity Prioritization Grid* for use by the PSAC members to prioritize activities that are developed through interviews and brainstorming workshops with community stakeholders and government partners. The second is an *Activity Plan Template* which may help PSAC members to describe an identified activity.

Activity Plan Template

Activity Title

Date

Problem Definition

Insert text here.

Activity Origin and Evolution

Insert text here.

Activity Goals

Insert text here.

Activity Deliverables

Insert text here.

Budget (If any)

Type	Unit Price	# Units	Notes
Labor			
Expense - Printing			

Activity Team

Role	Name	Responsibility

Key Stakeholders

- List agencies or groups to engage in the project

Activity Tasks

Project Task	Due Date	Responsible Party	Notes

Prioritizing Activities

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Appendix A: Example MOUs

A Memorandum of Understanding (MOU) between a private sector donor or provider and OES can be helpful in outlining how a resource such as a facility, equipment, supplies or technology can be requested and deployed in the event of an emergency. This section includes examples of 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]:

[Name]

[Title]

Date

Date

Appendix A: 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 (LEAP) 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: _____ By: _____
Title: Title:

Appendix A: Example MOUs

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Appendix B: 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	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

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<http://bayareauasi.org/>