

**State of Missouri
Business Emergency Operations Center
(BEOC)
JANUARY 2012**

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1 INTRODUCTION

A. In support of the State Emergency Management Program, the State Emergency Management Agency is responsible for coordinating and managing resources provided to local governments to help them respond to and recover from disasters and emergencies. These resources include: State owned/contracted resources, Private Sector owned resources and, mutual aid resources. The SEOC manages and helps coordinate mutual aid among the Missouri mutual aid regions, between the regional/area incident command & the State incident command level and, between the 50 States using the Emergency Management Assistance Compact (EMAC). SEMA and the SEOC also serve as the coordination and communication link with the federal disaster response system.

2 PURPOSE

A. Experience gained during past disasters and the ongoing threat of natural and manmade disasters, both in and out of the State of Missouri, makes it clear there is a need for an effective, proactive, partnership between governmental organizations, the “Public Sector”, and industries of the Private Sector. This proactive partnership is critical for the protection of the people and infrastructure of Missouri, as well as to provide a timely and effective recovery from the adverse effects of such incidents. The State of Missouri meets this need for a proactive and effective public/private partnership during emergency through the use of its Business Emergency Operations Center.

B. The purpose of the Business Emergency Operation Center (BEOC) is to provide direct Private Sector expertise to the State to prepare for, respond to and recover from natural disasters and manmade emergency events such as terrorist activities. The BEOC is Co-Managed by the Missouri Public/Private Partnership (MOP3) authorized under the Governor’s Homeland Security Advisory Council and SEMA. The BEOC provides a mechanism for the rapid dissemination of information, determination of resource needs and solutions, and fulfillment of critical requirements to the Private Sector during those events. In Missouri, participation of various Industry Sectors in the BEOC is performed, either by a physical presence in the SEOC or, through a virtual presence through Virtual Emergency Operations Center (VEOC) links (telephone, E-mail, website monitoring, access through a website portal, etc.).

C. In general, MOP3 provides the day to day lead on coordination and effective partnership between Missouri public and private sectors by incorporating a wide variety of representatives, from organizations from the Private Sectors, volunteer organizations and, government departments, into the Emergency Management plan.

D. During the SEOC activation, a MOP3 cell at the BEOC will coordinate liaison between MOP3 partners and the SEOC. Two additional BEOC cells will also organize and locate themselves in the SEOC during activation. One cell works to manage response and recovery coordination between numerous, private sector, critical infrastructure/key resource organizations and the public sector’s response and recovery efforts. The second cell, located within ESF 7, organizes and manages the Emergency Resources Assistance Cell of the BEOC, which will contain any private sector representatives of: state contractors, Missouri trade associations and/or, key private Industry/Sector companies, as needed.

3 ASSUMPTIONS

A. A large scale emergency/disaster will create a significant demand on resources available to provide relief and recovery. State assistance will be required to meet these demands for essential services, as well as clearing and restoring the transportation system. The requirements for transportation and movement control capabilities will typically exceed locally controlled or accessible assets, requiring the assistance from the state and procurements of required resources from the Private Sector.

B. Funding for the procurement of private resources is available from the State or, from the federal government; in accordance with Code of State Regulations (CSR) Chapter 44 and Federal regulations.

C. SEMA will not request outside assistance until all state sources have been exhausted, including any mutual aid agreements. If the emergency response period lasts more than 24 hours, outside assistance will likely be required.

D. During a disaster, normal resource requisition procedures are suspended or altered to fit the needs in accordance with CSR Chapter 44 and RSMo 39. If activated, the State Emergency Operation Center's (SEOC's) Fiscal and Administration Section staff will manage procurement and funding activities for resource/logistic management actions.

4 DEFINITIONS

A. In order to provide a common frame of reference to participants in the Missouri Business Emergency Operations Center the following definitions are provided:

1. What is the Private Sector?

a. "The **private sector** of a nation's economy consists of those entities which are not controlled by the state - i.e., a variety of entities such as private firms and companies, corporations, private banks, non-governmental organizations." - Webster's Online Dictionary.

<http://www.websters-online-dictionary.org/definitions/private+sector?cx=partner-pub-0939450753529744%3Av0qd01-tdlq&cof=FORID%3A9&ie=UTF-8&q=private+sector&sa=Search#906>

b. The part of the economy that is not state controlled, and is run by individuals and companies for profit. The private sector encompasses all for-profit businesses that are not owned or operated by the government. Companies and corporations that are government run are part of what is known as the public sector, while charities and other nonprofit organizations are part of the voluntary sector.

<http://www.answers.com/topic/private-sector>

2. What is a Sector?

a. A Sector is a logical collection of assets, systems, or networks that provide a common function to the economy, government, or society. For example, there are a total of 18 Critical Infrastructure/Key Resource Sectors, identified by the criteria set forth in HSPD-7. Homeland Security Presidential Directive 7 (HSPD-7) established U.S. policy for enhancing CIKR protection by establishing a framework for NIPP partners to identify, prioritize, and protect the Nation's CIKR from terrorist attacks. <http://training.fema.gov/EMIWeb/IS/IS860a/CIKR/sectorOverview.htm>

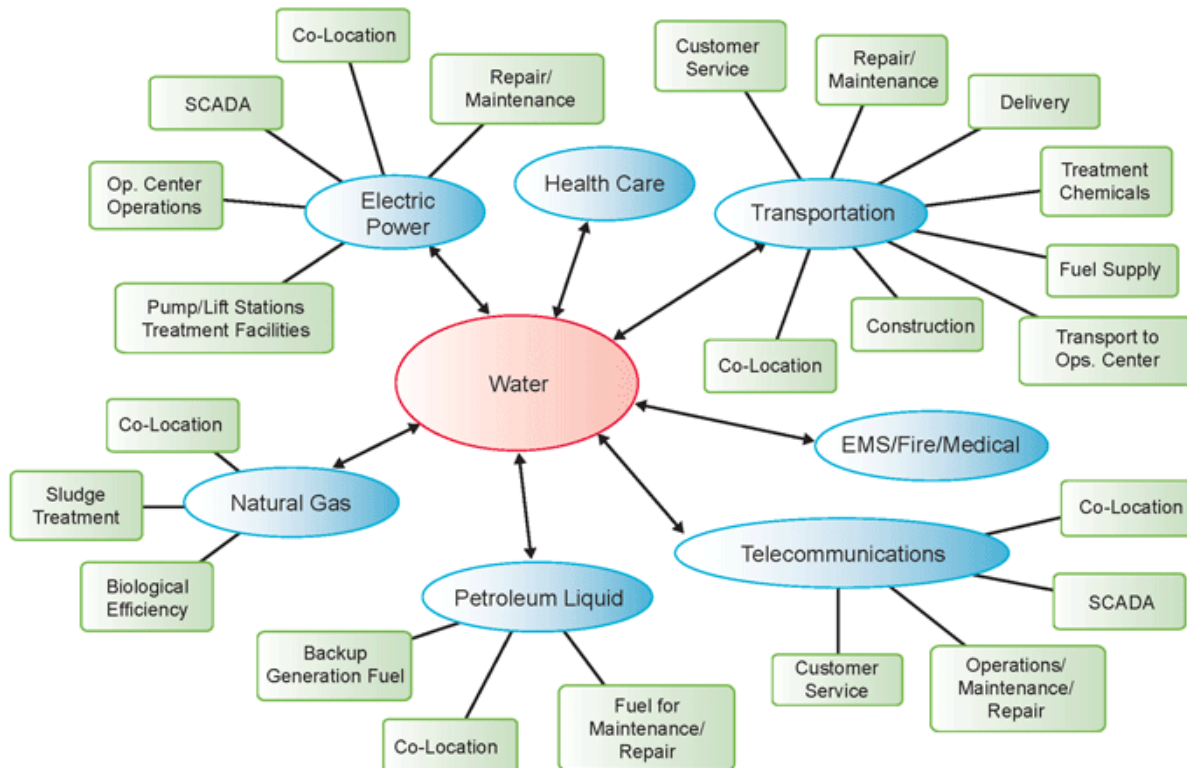
b. The 18 CIKR Sectors are:

- | | | |
|----------------------------|----------------------------|---------------------------------------|
| 1) Agriculture and Food | 2) Banking and Finance | 3) Chemical |
| 4) Commercial Facilities | 5) Communications | 6) Critical Manufacturing |
| 7) Dams | 8) Defense Industrial Base | 9) Emergency Services |
| 10) Energy | 11) Government Facilities | 12) Healthcare and Public Health |
| 13) Information Technology | 14) National Monuments | 15) Nuclear Reactors, Materials, etc. |
| 16) Postal and Shipping | 17) Transportation | 18) Water |

c. A Sector is not likely to be represented in the EOC by a single business type. For example, the Agriculture and Food Sector is vast, comprising the Nation’s agricultural production and food systems from farm to table and involving multiple industries. Because of the open nature of many portions of the Agriculture and Food Sector, attacks against the Nation using food or agricultural infrastructure or resources as a means to deliver biological, chemical, or radiological agents will have a devastating impact on the public health and the economy.

d. Moreover, the Agriculture and Food Sector shares dependencies and interdependencies with other CIKR sectors, including: Banking and Finance, Chemical, Energy, Government Facilities, Healthcare and Public Health, Information Technology, Transportation Systems, and Water. The Agriculture and Food Sector likely will not be located with these particular Sectors during a disaster response. It more likely will be paired with ESF 6. On the other hand, if the Agriculture and Food Sector itself is at risk to a threat, SEMA may find it prudent to pair the Sector with ESF 13 and ESF 8 in the SEOC. For potential interdependencies, see the Figure S-4.1 below:

Figure 4.1 Sector Interdependencies



e. Some Sectors, such as Postal and Shipping, National Monuments, and some aspects of the Defense Industrial Base may or may not need to participate in the SEOC if the federal government decides the response lies solely or primarily within the federal jurisdiction.

3. Economic “Supersectors”.

a. The American workforce is made up of many different types of jobs that are categorized into sectors defined by the North American Industry Classification System (NAICS; pronounced "Nakes"). Adopted in 1997, NAICS was devised by the U.S. Economic Classification Policy Committee in conjunction with Statistics Canada and the Instituto Nacional de Estadística, Geografía e Informática of Mexico, and is the standard classification system for businesses throughout the continent of North America.

b. Twelve of the major industry sectors tracked by the U.S. Department of Labor's Bureau of Labor Statistics (BLS) are referred to as “*supersectors*”. These supersectors encompass all private and public jobs within the United States and businesses owned by U.S.-based companies operating in other countries. <http://www.libraryindex.com/pages/121/Economic-Sectors.html>

c. The eleven Supersectors (minus the 12th, Government) are:

1) Construction: (All businesses that contribute to the development of land, roads, utilities, buildings, and such structures as bridges and dams) <http://www.libraryindex.com/pages/1265/Economic-Sectors-CONSTRUCTION-NAICS-23.html>>Economic Sectors - Construction, Naics 23

2) Education and Health Services: (Education - all instructional and training facilities, including private schools and universities, which are not funded by the government; Health Services - Nongovernmental organizations that provide child day care, medical care, and social assistance) <http://www.libraryindex.com/pages/1266/Economic-Sectors-EDUCATION-HEALTH-SERVICES.html>>Economic Sectors - Education And Health Services

3) Financial & Banking: (All the banking, insurance, and real estate industries, including businesses that, according to *Industry at a Glance*, facilitate "transactions involving the creation, liquidation, or change in ownership of financial assets." <http://www.libraryindex.com/pages/1267/Economic-Sectors-FINANCIAL-ACTIVITIES-NAICS-52-53.html>>Economic Sectors - Financial Activities, Naics 52–53

4) Information (& Communications): (All book and software publishing, Internet service providers, and television broadcasting, as well as the motion picture and sound recording industries and telecommunications, Data Processing, and other information services) <http://www.libraryindex.com/pages/1269/Economic-Sectors-INFORMATION-INDUSTRY-NAICS-51.html>>Economic Sectors - Information Industry, Naics 51 See also the U.S. Department of Labor's Bureau of Labor Statistics (BLS), “*Supersectors*” at http://www.bls.gov/iag/tgs/iag_index_naics.htm

5) Leisure, Entertainment, Tourism, Hospitality: (All businesses in the arts, entertainment, recreation, spectator sports, accommodation, and food service industries; including

performance venues, gambling outlets, golf courses, amusement parks, arcades, hotels and other lodging sites, food service establishments, and privately funded exhibit spaces and historic sites) Economic Sectors - Leisure And Hospitality, Naics 71–72

6) Manufacturing & Industry: (An organization is considered part of the manufacturing sector if its primary business is to transform raw materials into new products through mechanical, physical, or chemical processes. Manufacturing covers many separate industries, including aerospace, apparel, computers, automobiles, pharmaceuticals, printing, steel, and textiles, among others, and provides products that contribute and support all other economic sectors) Economic Sectors - Manufacturing, Naics 31–33

7) Natural Resources & Mining: (The natural resources and mining supersector includes all agriculture, forestry, fishing, hunting, and mining enterprises. Farms engaged in growing crops and raising animals are included in this sector, as are lumber and fishing operations, coal mining, petroleum and natural gas extraction, and other mining and quarrying activities) Economic Sectors - Natural Resources And Mining

8) Professional & Business Services: (Legal, accounting, architectural, engineering, advertising, marketing, translation, veterinary, security, surveillance, cleaning, and waste disposal) Economic Sectors - The Service Industry

9) Transportation and Utilities: (All businesses that transport passengers or cargo by air, rail, water, road, or pipeline. The sector also includes businesses that provide storage of goods and that support transportation activities. Also tracked in this sector are private enterprises that generate, transmit, or distribute such utilities as electric power, natural gas, and water) Economic Sectors - Transportation and Utilities

10) Wholesale & Retail (Commercial): The wholesale and retail Supersector encompasses private businesses that trade in products that they do not produce. Wholesalers buy large quantities of finished goods from manufacturers and sell the goods in smaller lots to businesses engaged in retail trade. Retailers then offer the goods for sale to consumers at an increased price, usually figured as a percentage of the wholesale cost. Consumer goods in the durable sector include motor vehicles, furniture, household appliances, sporting goods, and toys. Durable goods are also sold to other businesses, for example, to the manufacturing or construction sector, including such items as machinery, equipment, metals, and construction materials. Examples of nondurable goods include paper products, drugs, apparel, groceries, books, flowers, and tobacco products. While the traditional notion of a retail establishment includes at least one store location, many retailers in the early twenty-first century operate via Internet and/or catalog sales without stores) Economic Sectors - Wholesale and Retail (Commercial)

<http://www.libraryindex.com/pages/1275/Economic-Sectors-WHOLESALE-RETAIL-TRADE.html>>Economic Sectors - Wholesale And Retail Trade

11) Other Services: (Repairing equipment and machinery, administering religious activities, operating dry cleaning services, conducting personal care, death care, and pet care services) <[a href="http://www.libraryindex.com/pages/1273/Economic-Sectors-SERVICE-INDUSTRY.html"](http://www.libraryindex.com/pages/1273/Economic-Sectors-SERVICE-INDUSTRY.html)>Economic Sectors - The Service Industry

4. Other Sectors:

a. As can be seen by the types of various Sectors described above, and a search of the Internet for “Sectors,” the true definition of a “Sector” may well depend upon which Sector is being asked to do the defining. Certainly, the Sectors above are not exclusive of “Sectors” that might wish to participate in a BEOC.

b. In some cases, however, the “Sector” may already participate in a response role. For example, the “Voluntary Sector” or “Faith Based Sector” may widely participate in ESF 6, and should be able to have visibility of and access to donations through that ESF. The “Academia Sector” may be able to participate with the ESF that corresponds to the participant’s discipline. Likewise, the “Medical Sector” should have participation access with ESF 8 and the “Security Sector” with ESF 13, etc. In Missouri, should this not possible for some reason, however, the “Other Sectors” may be able to participate through the Missouri Public Private Partnership and the Business Disaster Response Cell described in more detail below.

F. All Supersectors, Sectors, representatives of academia, and the Volunteer Sector may have an interest in participating in the BEOC in some fashion. However, there is not sufficient space to physically place representatives from every Supersector and Sector in the State Emergency Operations Center (SEOC). For this reason, SEMA and its BEOC Co-manager, MOP3, will tailor participation, as described below, to adjust the BEOC to fit the needs of the disaster response and recovery.

5 STATE OPERATIONS CENTER’S PRIMARY RESPONSE FUNCTIONS

A. Emergency operations of the State are conducted from the State Emergency Operations Center (SEOC), under the Unified Command of the Director of the Department of Public Safety (DPS), with the assistance of the DPS Deputy Director, as coordinated under the direction of the State Emergency Management Agency (SEMA) Director with the assistance of the SEMA Deputy Director.

B. Under the State Emergency Management Program (SEMP), every effort is made to concentrate emergency response functions at the lowest level which will ensure operational effectiveness. The SEOC, working with the State Department/Agency Emergency Support Function (ESF) teams in the SEOC will ensure the overall effectiveness of the State's SEMP. During an emergency, the SEOC plays a primary role in assisting the Governor in carrying out State emergency responsibilities. This role is carried out by performance of the several primary response functions as required by the situation.

C. Other state agencies having an emergency response role also operate under the State Emergency Management Program (SEMP). Several of these agencies maintain separate operations centers at their respective headquarters level which are used during periods of emergency response. As part of the SEMP, these are classified as Department Operating Centers (DOCs). A DOC is an EOC used by a distinct discipline, and may be used at all SEMP levels above the field response level. The State's Operations Center (SEOC) and State agency DOCs provide the primary SEMP functions of management, operations, planning/intelligence, logistics and finance/administration. DOCs of state agencies may, during an emergency be in direct contact with their own field and/or District/Regional Centers/Offices, the State Area Command Centers (SACC), and with the SEOC.

D. The State Emergency Operations Center will:

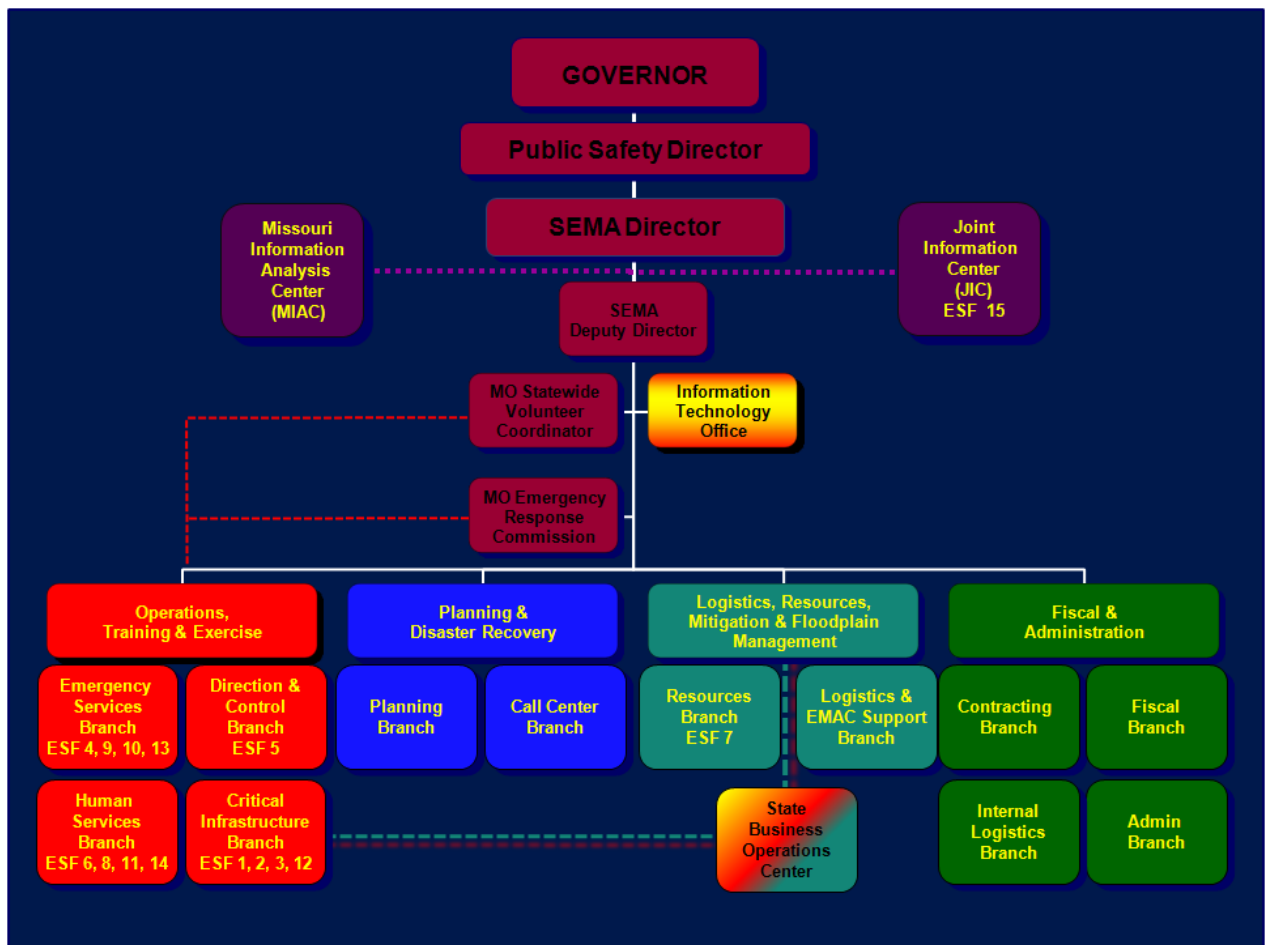
1. Act as overall state coordinator in the event of simultaneous multi-regional disasters such as earthquakes, fires, tornadoes, or floods. Provide statewide inter-regional policy direction and coordination for emergencies involving multiple EOCs, and potentially one or more SACC activations. Monitor and facilitate inter-regional communications and coordination issues.
2. Compile, authenticate, and make available summary disaster status information obtained from all sources, in the form of Situation Reports to the Governor's office, the legislature, state agency headquarters, media and others as appropriate.
3. Act as the state's initial response entity and ensure the establishment of the management of any activated SACC operational response functions. Maintain control and status of mission numbers and purchasing authority, and coordinate this information as needed with any SACC in the affected area(s). Co-manage with the Missouri Public/Private Partnership (MOP3) the state Business Emergency Operations Center (BEOC).
4. Provide on-going inter-agency coordination with the various other DOC headquarters of all state agencies involved in the response effort to ensure adequate statewide mobilization and allocation of state assets. This is typically accomplished through State Department/ Agency ESF Representatives assigned to the SEOC, and/or SEOC liaisons in DOCs.
5. Provide necessary coordination with and between established statewide mutual aid systems at the state headquarters level.
6. Manage the state's Emergency Public Information program.
7. Provide and maintain state headquarters linkage and inter-agency coordination with the Federal Response System. This includes requesting appropriate assignments of federal Emergency Support Functions (ESFs) at both the SEOC and any activated SACC to ensure maximum effectiveness.
8. Assist in the planning for recovery, and assist State agencies, and activated SACCs in developing and coordinating recovery action plans.

6 ORGANIZATION OF THE SEOC

A. The Missouri SEOC is organized under the principles of the Incident Command Structure. It fulfills the five primary Emergency Management functions of; Command by providing a Unified Command under the Governor and the Operations, Planning, Logistics and Finance/Administration functions by providing General Staff positions for those areas. In addition, the SEOC meets the important needs for Public Information, Volunteer and Faith Based Group Coordination, and a robust IT/GIS program, by organizing and staffing ICS Special Staff positions in these special areas of emphasis.

B. The organization structure for the Missouri Emergency Management Plan 9SEOC) is shown in Figure 6.1 below.

Figure 6.1 SEMP Organizational Structure



State Business Emergency Operations Center – see above

C. Under the SEMP, only those functional elements that are needed are activated at the SEOC and SACCs. Duties of functions not activated will be done by the next higher level in the organization. Primary functional responsibility is as follows:

1. Unified Command – DPS Director, DPS Deputy Director, SEMA Director, SEMA Deputy Director (Command) - Implement the policies of the Governor, state and federal laws and appropriate government regulations. The Unified Command coordinates the joint efforts of governmental agencies and public and private organizations functioning at the state level.
2. Operations Section - Coordinates the activities of various Emergency Support Function (ESF) operational branches that may be activated at the SEOC to fulfill operational response roles in support of local governments and any activated SACCs.
3. Planning/Intelligence Section - Collects, evaluates, and disseminates information; develops the state level Situation Report, develops the Incident Action Plan in coordination with the other functions, and maintains documentation.
4. Logistics/Resources/ESF 7/BEOC Section – Coordinates and integrates the activities of various Logistics/Resources/ESF 7/BEOC management Branches/Groups/Units/Cells that may be activated at the SEOC to fulfill logistical response roles in support of local governments and any activated SACCs.
5. Finance/Administration Section - Administers SEOC and State regional level purchasing authority, cost accounting and other financial activities and administrative tasks not assigned to other functions, including SEMA Fleet Management, SEMA/SEOC property control, mail and distribution services, and the provision of office supplies to all parties working in the SEOC. This Section also activates a Procurement Officer/staff to work with the Logistics/Resources/ESF 7/BEOC Section in performing the External Logistics mission in support of local governments.
6. Public Affairs Officer - Manages the state's Emergency Public Information program, and coordinates public information and public affairs activities between involved agencies.

D. Personnel supervising SEOC Sections will carry a position title of Section Chief. Section Chiefs constitute the SEOC General Staff. The SEOC Unified Command and General Staff function as a management team. Personnel designated to supervise Special Staff functions such as Public Information, Information Technology, Safety etc. will carry the ICS title of Officer.

E. The functions proposed for the SEOC will define the organizational elements required to perform the functions. While it is desirable to have organizational consistency between the SEOC and other SEMP entities, the primary organizational consideration should be centered on functional need. All functions must be capable of being represented in the SEOC. However, there is no requirement that all functional positions be activated.

7 ORGANIZATIONAL SPAN OF CONTROL

A. The SEOC organization will expand (or contract) as necessary to meet the operational requirements within the range of one lead supervisor for every three to seven positions. If the span of control exceeds seven, activation of another organizational level (e.g., Branch, Group or Unit) should be considered. If the span of control is under three, consideration should be given to deactivating or consolidating organizational elements. The hierarchy of organizational elements that can be developed as needed within the EOC organization is:

1. Command – Unified Command (Director, Deputy Director)
2. Section/Special Staff
3. Branch
4. Group
5. Unit

8 STATE OPERATIONS CENTER (SEOC) ACTIVATION

A. The SEOC will be activated under the following conditions:

1. An emergency exceeds part or all of a local jurisdiction's ability to effectively respond, and the State's assistance is requested.
2. The governor's proclaims a State Of Emergency.
3. Any incident that requires SEMA to relocate to the Alternate SEOC.
4. Any earthquake in Missouri equal to or greater than a 6.5 moment of magnitude.

B. The level of SEOC activation and the attendant staffing requirements and depth of organizational development created in the SEOC will depend on:

1. The type, scope and expected duration of the emergency.
2. The extent of activations at other SEMP EOC (local and DOC) levels.
3. The emergency functions and level of effort needed to support SACCs and other state level activities.

C. Activation of the SEOC will require that communications and coordination be established with:

1. Affected Regional Emergency Operations Centers (EOC's, MACC's or State SACCs)

2. Department Operations Centers (DOCs) of state agencies
3. Federal emergency response agencies and their operations centers

D. The three levels of activation at the State SEOC are:

1. Level One: Minimum Activation.

a. As a minimum, this level would consist of a one person functioning as the SEOC Incident Coordinator/Commander. For incidents of relatively limited scale that may only require SEMA to monitor the situation, this position may be filled by the SEMA Duty Officer.

b. In incidents of a limited, but potentially escalating nature, the staffing level may increase to include the Chief of Operations Section serving as the Incident Coordinator/Commander, with one or more Section Chiefs, the Situation Status and Analysis Unit of the Planning/Intelligence Section, the Communications Unit from the Operations Section, and selected elements of the Logistics and Finance Sections working under the ICS.

c. Other units may also be activated if required at this level. The SEOC Incident Coordinator/Commander will be responsible for coordinating with Primary and Supporting State Departments through the emergency procedures detailed in the Duty Officer Guide, unless all the other SEMP elements are activated. The SEMA Director and Unified Commander will be kept appraised of the situation and any changes.

d. Potential Level staffing and organizational unit activation.

- 1) SEOC Incident Coordinator/Commander as described above (required)
- 2) General Staff - Operations, Planning/Intelligence, Logistics, Finance/Administration Sections (as needed)
- 3) Situation Status and Analysis Unit (as needed)
- 4) Communications Unit (as needed)
- 5) Other Special Staff, Groups (as needed)

2. Level Two - Mid Level Activation

a. A Level Two activation is typically reached as the result of an increase from Level One or as a decrease from Level Three activation. Level Two activations will initially activate each emergency support function and each General and Special staff element of the organization at a minimum level of staffing. One person may serve in more than one capacity within an ESF, Staff or Section.

b. The SEOC Incident Coordinator/Commander and the General Staff will determine the level of activation required, and demobilize functions or recommend adding additional staff to functions, based upon the needs defined by the current analysis of the event. SEOC volunteer representatives and State Departmental/Agency ESF representatives are required under Level Two activations. At this point, the SEOC achieves the status of a Unified Command.

3. Level Three - Full Activation

a. All General and Special Staff organizational elements are represented with full staffing. Level Three activations will also include representation from all Emergency Support Functions (ESF) and are usually accompanied by both State and Federal Emergency Declarations. Augmentations of the SEOC staff, facilities and equipment will occur as needed and a coordinated mix of contracted, mutual aid or, additional state personnel and resources will be used to meet the resource needs of the SEOC.

9 BUSINESS EMERGENCY OPERATIONS CENTER (BEOC) ACTIVATION

A. The decision to activate cells of the BEOC may be made by either SEMA or MOP3. However, only SEMA has the authority to active all three cells and offer an invitation to participate with a physical presence in the SEOC. An invitation to a Private Sector entity to participate with a physical presence in the SEOC will be made by SEMA in coordination/consultation with the BEOC's MOP3 Co-Manager, based upon the urgency of need to engage one or more Sectors in direct coordination at the SEOC for the duration of the response to an event.

B. Whenever possible, the BEOC will be staffed by pre-identified, pre-trained, and pre-equipped business community individuals empowered by their organizations to participate in BEOC training, drills, exercises and, emergency operations.

C. Part or all of the BEOC cells may be activated at the request of SEMA to assist in responding to such events by performing one or more of the following possible functions and roles:

1. One of the key functions of the Missouri BEOC is to incorporate the expertise and resources of Private Sector companies that may be called upon to provide goods and/or services following an emergency/disaster declaration by the Governor of Missouri. This role is performed by the External Resource Assistance Cell (ERAC) of the BEOC.

2. Another role of the BEOC is to correlate, coordinate and cooperate in the assessment of damages and the restoration of essential critical services and key resources that have been directly adversely affected by a disaster. This function is performed by the BEOC's Critical Infrastructure and Key Resources Cell (CIKRC). Due to space limitations or the needs of the response, the CIKRC may not include a physical presence for each of the 18 CIKR Sectors identified in HSPD-7. In those instances, non-invited CIKR Sectors still are able to participate as a part of the Business Disaster Response Cell (BDRC).

3. The third function/role of the BEOC is provided through the Business Disaster Response Cell BDRC. This BEOC cell will coordinate and provide (through the MOP3 operating the BRDC) to interested Private Sector entities, the appropriate preparedness, response and recovery information that will help lessen the adverse impacts of the disaster event and facilitate their own response and recovery needs. This is especially true where such entities offer important services and resources to the public in the disaster area. These entities include Sectors that may or may not be directly involved in ongoing response operations.

a. Such interested entities may include, but are not limited to: the Insurance Sector, Banking Sector, Commercial Sector, Industrial Sector and/or Critical Manufacturing Sector, MOP3 participating non-governmental and volunteer entities, etc.

b. The Business Disaster Response Cell (BDRC) may not have a physical presence in the SEOC (due to space limitations), but will be always linked via the Virtual EOC process and if possible, at least some of the Sectors will be able to have a physical presence near the SEOC (note: this could mean somewhere near SEMA or somewhere in the Jefferson City/Columbia area, depending upon the availability of space).

D. Although invitations to participate physically in the SEOC are limited by physical space availability, between the three (3) BEOC Cells, MOP3 and the VEOC linkages; the ESFs within the SEOC; the Missouri Disaster Partnership and Missouri Volunteers Active in Disaster (MOVOAD), the local Communities Active in Disaster (COADs) and the Missouri Faith Based Disaster Partnership; and local governmental emergency management response and recovery efforts, the State of Missouri believes its emergency management efforts corresponds appropriately and effectively to the ***“Whole Community Approach to Emergency Management”*** concept.

E. In order to accept SEMA’s invitation to being present in the SEOC as a part of the ERAC, a Trade Association or Private Business representative must sign an acknowledgement that they are representing their Sector, not just their own company. In general this acknowledgement means:

1. If asked by SEMA Logistics/Resources/ ESF 7 to assist in obtaining Price and Availability (P & A) for a product provided by their association or a company within their Sector, the Sector representative MUST ensure the quotes provided are presented in a fair and honest manner to the members of their Trade Association or Sector companies in order to provide the best price and fit to meet the need and that they do not use insider information in order to influence a “winning bid” for one company, such as their own company, over another.

2. They will provide Price and Availability (P & A) information only in response to a request made by the SEMA Logistics/Resources/ESF 7/Procurement Officer/staff. (Note: Any request for state provided resources must be processed through ESF 5’s Operations Section. If the requested resources require EMAC support or procurement, ESF 5’s Operations Section will task ESF 7 (Logistics/Resources) to fill the request. If the resource must be procured, ESF 7 will coordinate the procurement with the Administrative/ Fiscal Officer/Procurement Officer. If resources are ordered without going through this process, the State/SEMA will not be responsible/liable for any payments due the contractor.)

3. ERAC representatives may discuss contractual needs and shipping instructions with others in the SEOC, such as in response to the ESF 7 staff, but if they or the business who has provided the “winning” quote wish to receive payment for their contracted services, supplies, products, etc., they may NOT enter into any contractual agreement with anyone other than SEMA’s Procurement Officer.

F. There are many reasons the BEOC and its activation during emergency benefit both the private and Public Sectors. Some highlights of those benefits are:

1. In general, Public and Private Sector agencies that participate in MOP3 benefit from the increased involvement of private companies in helping to deter terrorist activities through increased surveillance and situational awareness.
2. Local, state and federal law enforcement officials, fire, public health and other Emergency Support Function (ESF) agencies may need to enlist private companies in specific ways to help identify indicators and warnings of suspicious criminal or terrorist activity and respond to natural and manmade disaster events.
3. The BEOC facilitates 360 degree communications between participating private sector organizations and associations, as well as between various nongovernmental and volunteer groups that participate with ESF 6.
4. On a rare case-by-case basis when the state government determines that a Private Sector service or resource is essential to the disaster response, that Sector may be permitted to become a temporary recipient of governmental provided support. In these cases, the Governor must approve the provision of such support. Examples include, but are not limited to:
 - a. A private nursing home might request a backup generator when it provides to the local Emergency Management Director a written agreement that it will temporarily serve as a public shelter for non-patient individuals such as the elderly or infirm who may be in need of such emergency services.
 - b. A private electric company might request temporary emergency construction equipment in cases where its own resources are exhausted or are non-existent and restoration of essential services would be significantly advanced.

10 BEOC ORGANIZATIONAL CELLS

A. The Missouri Business Emergency Operations Center is based on the organization of three cells. These three cells are the:

1. ***External Resource Assistance Cell (ERAC)***. The mission of the ERAC is to employ Private Sector/contractor representatives to help:
 - a. Item manage resource requests

- b. Coordinate and track orders shipped and services provided
- c. Provide resource status

Figure 10 1 Missouri Business Emergency Operations Center



d. Manage, maintain, sustain and demobilize resources fielded to assist in controlling the services, supplies, equipment, etc. provided through Local Mutual Aid, State government, Federal departments, EMAC, Contracts, etc. during large scale disasters.

e. Company representatives are embedded with Public Sector logisticians to help coordinate & quickly respond to the resource needs of the SEOC/Logistics/ Resources/ESF 7 staff. Private Sector physical presence/participation in the ERAC is by SEMA invitation only. Examples of participants may include, but are not limited to representatives from:

- 1) Missouri Trade Associations for Ice, Bottled Water, Grocers, Transportation, etc
- 2) Businesses that have existing contracts with the State of Missouri (Office of Administration), SEMA or another state department that has given SEMA permission to use its existing contract(s);
- 3) Businesses contracted through SEMA's emergency contract processes.

f. Participant invitations are made according to the needs of SEMA and may vary from exercise to exercise and disaster to disaster. Previous ERAC, BEOC participants, both physical and VEOC or; Private Sector representatives who have provided invaluable resources to Missouri during an actual emergency include:

1) Tetra Tech: Staff augmentation with trained emergency management consultants – sourced under SEMA’s existing contract. 2) Central States Bottled Water Association: packaged water from multiple suppliers. 3) MO Valley Ice Producers Association: packaged ice at one set price from all of the association’s members from across the State and Missouri Valley. 4) MO Retail Grocers’ Association: contact for packaged food, water, ice, baby, special diet needs from multiple Missouri grocery wholesalers and retailers. 5) Wal-Mart: besides acting as a contact for packaged food, water, ice, baby, special diet needs, etc, Wal-Mart is prepared to provide a local Wal-Mart representative to the Missouri BEOC to act as a conduit to Wal-Mart’s major wholesale suppliers through their Wal-Mart BEOC in Bentonville. 6) MFA Oil Company: They are the Missouri Department of Transportation’s contractor for fuel and petroleum products and provide these services to SEMA during emergency. Note: both MFA and MODOT serve as the principle partners in execution of SEMA’s Tactical Field Fueling plan; which provides short term refueling services to emergency responders during the immediate aftermath of a disaster. 7) Sun Coast Oil: fuel products, transportation & services. 8) Foley Equipment: (formerly Dean Engine Systems): major mid-western Caterpillar dealer with HQs in Kansas City – generators, “yellow iron” construction equipment, forklifts, dewatering pumps, maintenance and management services, equipment transportation, etc.) 9) United Rentals: the largest equipment rental company in the world, with an integrated 541 rental locations in 48 states and 10 Canadian provinces. The company serves construction and industrial customers, utilities, municipalities, homeowners and others. It offers approximately 2,900 classes of equipment – generators, “yellow iron” construction equipment, forklifts, services, etc. 10) BakerCorp: dewatering pumps. 11) Grainger (State contractor - responder equipment & supplies. 12) Fastenal: State contractor - industrial supplies & services. 13) Elliott Data Systems: State Contractor - Badging & Personnel Tracking Services. 14) Kelly & Company 1st Responders: MO company specializing in Camps, feeding & personal sanitation services/ equipment – Norwood, MO. 14) Deployed Resources: Camps, feeding & personal sanitation services/equipment – Central Regional Office in St. Louis. 15) Mobile 4U: MO company specializing in Camps, feeding & personal sanitation services/equipment – Fair Play, MO. 16) Garner Environmental/Logistics: Logistics Management, Logistics Staging Area Management/ Operations, Camps, feeding & personal sanitation services/equipment, etc. 17) Missouri Trucking Association: represents motor carriers/shippers statewide. 18) GlaxoSmithKline: Tetanus vaccines for responders and victims during flooding and tornado. 19) Home Depot: national retailers of home and business construction/repair material, equipment and supplies. 20) Lowe’s: National retailers of home and business construction/repair material, equipment and supplies. 21) Office Depot: office and warehouse supplies. 22) Bass Pro – national retailer of outdoor, survival and emergency clothing and equipment – life vests, canine dog boots, etc.; American Logistics Aid Network (ALAN): Coordinated logistics expertise and services are employed to engage the supply chain community to get the right product to the right place at the right time in support of humanitarian relief efforts.

2. Critical Infrastructure & Key Resources Cell (CI/KRC): Our vast infrastructure network includes thousands of essential facilities and plants, transportation networks, and information technology systems. Widely dispersed throughout every geographic area in the country, these assets sustain our ability to support our citizens with essential life sustainment services such as water, food, electricity, fuel, etc. Protecting and ensuring the continuity of the critical infrastructure and key resources (CIKR) of the United States are essential to the Nation's security, public health and safety, economic vitality, and our way of life.

a. Critical infrastructure are the assets, systems, and networks, whether physical or virtual, so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, public health or safety, or any combination thereof.

b. Key resources are publicly or privately controlled resources essential to the minimal operations of the economy and government. (Note: Any request for state provided resources must be processed through ESF 5's Operations Section. If the requested resources require EMAC support or procurement, ESF 5's Operations Section will task ESF 7 (Logistics/Resources) to fill the request. If the resource must be procured, ESF 7 will coordinate the procurement with the Administrative/ Fiscal Officer/Procurement Officer. If resources are ordered without going through this process, the State/SEMA will not be responsible/liable for any payments due the contractor.)

c. The CIKRC mission is to employ Private Sector representatives to advise and assist the SEOC ESFs 1, 2, 3, 7 and 12 to assess damages and speed the restoration of CI/KR in the state after a disaster. Company representatives are embedded with State Response Agencies to help coordinate and respond to the needs of SEOC/Critical Infrastructure and Key Resources staff and the local communities. Participant invitations are made according to the needs of SEMA and the CIKR representatives supporting and/or responding to an area affected by a disaster and thus may vary based on the situation. Previous participants have included:

1) AMEREN, 2) KCP&L, 3) Empire Electric, 4) the Missouri Electric Cooperatives Association, 5) American Petroleum Institute (API), 6) AT&T, 7) Sprint, 8) Verizon, 9) AMEC: Earth & Environmental engineering firm previously under SEMA contract, 10) Michael Baker, Jr., Inc.: engineering/GIS/ mapping/mitigation planning under SEMA contract should services be needed.

3. Business Disaster Response Cell (BDRC): The BDRC mission is to employ private sector representatives from all industries/markets in the BRDC in order to:

a. Keep the Private Sector informed pre and post disasters, on the Public Sector's disaster response and recovery operations; advise the Private Sector on the current situation and assist the Private Sector to restore business and critical services as quickly as possible by; quickly & efficiently helping vested Private Sector companies to:

1) Gain entry to the disaster areas as soon as reasonably possible

- 2) Access information about critical infrastructure services being restored
- 3) Gain better understanding of ongoing threats such as HAZMAT spills located in the disaster area
- 4) Voicing concerns, suggestions & needs; etc.
- 5) Offering and coordinating with ESF 6 the processes of availability through delivery of disaster donations.

b. Participant invitations are made according to the needs of various Private Sector representatives who desired disaster preparedness, response and/or recovery information in general or in anticipation of supporting and/or responding to an area adversely affected by a disaster. The participants therefore will vary based on the situation.

c. The BDRC functions in a location near, but not within the SEOC & extends the information flow externally through Virtual EOC (VEOC) connectivity. Through this VEOC connectivity, there is conceptually no limit to the number of participants, but physical participation will be limited by the working/meeting space available for this cell at the time of the exercise/event. (Note: Any request for state provided resources must be processed through ESF 5's Operations Section. If the requested resources require EMAC support or procurement, ESF 5's Operations Section will task ESF 7 (Logistics/Resources) to fill the request. If the resource must be procured, ESF 7 will coordinate the procurement with the Administrative/ Fiscal Officer/Procurement Officer. If resources are ordered without going through this process, the State/SEMA will not be responsible/liable for any payments due the contractor.)

d. Previous participants in MOP3/BDRC have included:

- 1) Business Executives for National Security, 2) Target, 3) Commerce Bankshares, 4) Wells Fargo, 5) Bank of America, 6) Federal Reserve Bank - St. Louis, 7) Farmers Insurance, 8) Bayer Crop Science, 9) Monsanto, 10) Life Cube Shelters (Exhibitor), 11) Senior Executive Reserve, 11) Safeguard Connect, 13) Yale Enforcement, 14) Missouri Enterprise, 15) ARES, 16) SES, Inc. 17) Child Care Association, 18) Central Fleet, Inc., 19) Sears Holdings Corporation, 20) Black & Veatch Engineering, 21) NexGenisys, 22) Global Messaging Solutions, 23) Yellow Freight, 24) Mid-America Regional Council-Kansas City, 25) STARRS - St. Louis, 26) ASIS Kansas City, 27) Infragard, 28) Shook, Hardy, Bacon, LLC, 29) Missouri University Extension, 30) Sears Holding, and 31) various interested volunteer and Non-Governmental Organizations (NGOs) such as the American Red Cross and the Salvation Army.

B. Other Public/Private Sector Partners: SEMA may not have sufficient time or staff to respond directly to every request for information. An advantage of becoming a member of the MOP3 is the information that SEMA provides MOP3 can be disseminated via VEOC connectivity (E-mail lists, calls, website access, etc.) to the members. Membership in the Missouri Public Private Partnership (MOP3) is free, but it is not mandatory for participation in the Missouri BEOC.

1. A number of Private Sector partners, Volunteer Sector agencies and Trade Associations play a very active role in partnership with the Emergency Support Functions (ESFs), especially ESF 6 and ESF 8. Some of these organizations participate in MOP3 and the BEOC, but others may not at various times, or only to various degrees. (Note: Any request for state provided resources must be processed through ESF 5's Operations Section. If the requested resources require EMAC support or procurement, ESF 5's Operations Section will task ESF 7 (Logistics/Resources) to fill the request. If the resource must be procured, ESF 7 will coordinate the procurement with the Administrative/ Fiscal Officer/Procurement Officer. If resources are ordered without going through this process, the State/SEMA will not be responsible/liable for any payments due the contractor.)

2. As the concept of the BEOC becomes institutionalized, it is likely that more active partners will consider themselves a part of the BEOC. For example, Missouri relief organizations working with ESF 6 and ESF 8 include, but are not limited to:

1) AmeriCorps, 2) Missouri Baptist Disaster Relief, 3) Church World Service, 4) Missouri Association for Social Welfare, 5) Missouri Legal Services Support Center, 6) University Outreach and Extension, 7) Salvation Army, 8) Missouri Association for Community Action, 9) Missouri Catholic Conference, 10) Missouri Voluntary Organizations Active in Disaster, 11) American Red Cross, 12) Missouri AFL-CIO, 13) the Missouri Interfaith Disaster Response Organization, 14) the United Methodist Disaster Response Team, 15) the Seventh Day Adventists, 16) the Missouri Hospital Association, 17) the Missouri Funeral Directors Association. Note: the Missouri Humane Society assumes the lead role for pet rescue and care during disasters in Missouri.

11 OTHER BUSINESS EMERGENCY OPERATIONS CENTERS (BEOC)

A. FEMA Region VII BEOC

1. More and more states are beginning to create business emergency operations centers within their emergency management teams, which increases communications between the private and public sectors during emergencies and strengthens overall disaster response and recovery efforts. Currently, more than 27 states are pursuing the development of a business emergency operations center and finding other innovative ways to support businesses in preparing for or recovering from disasters.

2. The FEMA Region VII BEOC is augmented by credentialed Private Sector Representatives (PSR) working with MOP3/Missouri BEOC under FEMA's Private Sector Office. The FEMA Regional BEOC has several key functions it may be called on to perform, including but not limited to:

a. Prepare

1) Encourage the Private Sector in states and local communities to prepare for disasters.

2) Help develop BEOC outreach, training and doctrine; publicize and where possible offer FEMA's Emergency Management Institute (EMI) disaster training to the BEOC's Private Sector participants.

3) Help develop BEOC planning; publicize and where possible offer or partner to offer appropriate EMI courses oriented on the needs of the Private Sector (i.e., Disaster Preparedness, Business Continuity and Continuity of Operations, BEOC, Personal Preparedness, various ESF 6 courses where appropriate, etc.).

4) Assist in identifying, requesting and managing any grants that might be available to support the development and maturation of state and local BEOCs.

b. Respond

1) Encourage the Private Sector in states and local communities to prepare for disasters and participate in BEOCs during disasters.

2) Assist the Federal ESFs in the Regional Response Coordination Center (RRCC) interface with the Private Sector, answer questions, and coordinate Private Sector donations and information exchanges.

3) Serve as a key coordination linkage between the State BEOC, other State BEOCs within the FEMA Region, and the FEMA National BEOC; helping to pass SITREPs and other information between the Public and Private Sectors to minimize disruptions to the response and to maximize the expression of information that the Private Sector needs as quickly as possible to evaluate their own disaster situation, expedite repairs (especially of the CIKR Sectors) and return their organizations and businesses to functionality and eventually to normalcy during the recovery.

c. Recover

1) Encourage the Private Sector in states and local communities to participate in developing local pre-disaster recovery plans.

Encourage the Private Sector in states and local communities to participate in evaluating the adverse disaster impacts, update the pre-disaster recovery plans and implement those recovery plans.

2) Assist the State to educate the Private Sector about federal recovery programs, such as Small Business Administration (SBA) loans how Community Development Block Grants might be used to assist their community to recover; etc.

d. Mitigate

1) Encourage the Private Sector in states and local communities to participate in developing local pre-disaster Mitigation Plans.

2) Encourage the Private Sector in states and local communities to help implement those Mitigation Plans and to participate in developing local pre-disaster Mitigation Plan updates.

3) Encourage the Private Sector in states and local communities to support local governments and community stakeholders to fund and complete mitigation projects.

3. In some cases, as state BEOCs develop and mature, communications channels will grow greatly in importance. A disaster stricken state will find it increasingly difficult over time to effectively coordinate with all interested parties. In other cases, they may be called on to help expedite movement of goods and services through their state into another state that has requested/ordered those goods and services for a disaster response.

a. For example, during the 2011 National Level Exercise and the subsequent tornado disaster that struck St. Louis International Airport, Joplin, Sedalia and several smaller towns, as well as the flood fight along the Missouri and Mississippi Rivers, the FEMA Region VII Business Emergency Operations Center was activated and coordinated with FEMA's National BEOC. Also, in addition to coordinating with the Missouri SEOC and BEOC, the:

1) MO BEOC dispatched private sector representatives to the FEMA Region VII Regional Response Coordination Center (RRCC) BEOC in Kansas City

2) BENS Regional Office in Kansas City established a Virtual BEOC Coordination Cell to assist in the coordination of disaster information with multiple BEOC Sectors

3) FEMA HQ activated the Private Sector Desk/BEOC in the National Response Coordination Center (NRCC)

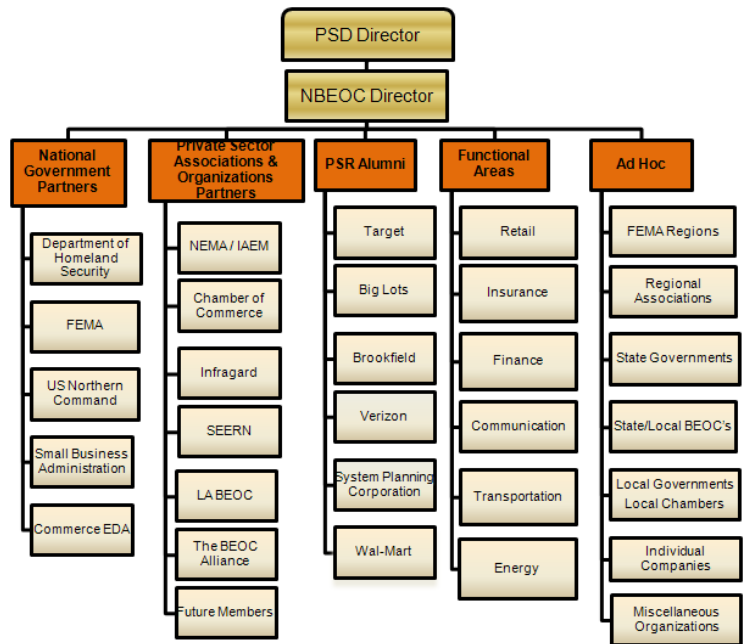
B. FEMA HQs National BEOC:

1. FEMA established a Private Sector Division within the Office of External Affairs in October 2007 with a vision to: "Establish and maintain a national reputation for effective support to our private sector stakeholders through credible, reliable and meaningful two-way communication." FEMA's intent was to: "Communicate, cultivate and advocate for collaboration between the U.S. private sector and FEMA, to support FEMA's capabilities and to enhance national preparedness, protection, response, recovery, and mitigation of all hazards." FEMA's overarching goals included improving information sharing and coordination between FEMA and the private sector during disaster planning, response and recovery efforts.

2. The FEMA Private Sector Division cultivates public-private collaboration and networking in support of the various roles the private sector plays in emergency management, including: impacted organization, response resource, partner in preparedness, and component of the economy. The division also fosters internal collaboration and communication among FEMA programs that have an interest in private sector engagement.

3. As part of its BEOC approach, FEMA has been inviting private-sector executives to work as embedded staff and offer their perspectives at the National Response Coordination Center for three (3) month tours of duty. They serve as the private sector liaison during federal response and recovery efforts, and coordinate communication, outreach and partnerships with the private sector. See Figure 11.1 below for depiction of the National Business Emergency Operations Center (NBEOC)

Figure 11.1 the National Business Emergency Operations Center (NBEOC)



C. Local BEOCs

1. Years ago, Missouri SEMA recognized the importance of incorporating the Private Sector and Volunteer Sector into emergency management. SEMA realized that providing a temporary backup generator to electrify a public or privately owned drinking water system and to a lesser but still highly important sewer system) greatly reduced the need to supply bottled water; and in many cases enabled disaster victims to shelter at home, greatly reducing or outright eliminating the need for sheltering and increasing their comfort, giving them more hope and greatly reducing various stresses associated with the disaster situation. SEMA also realized that those strains and stresses and response costs could be further reduced by expediting the reopening of the local businesses. The sooner they reopened, the sooner the State and Federal governments could end response operations, especially the Points of Distribution (PODs) for commodities.

2. FEMA Administrator Craig Fugate has also has noted: "The private sector, from Fortune 500 companies to your local grocery store, is an essential member of the team. The faster we can help stores and businesses get back on their feet disaster, the more effective the rest of the team can be in focusing our resources on helping disaster survivors in areas that don't yet have access to those goods and services. Growing strong working relationships between emergency managers and the private sector is a good business decision for everyone -- it helps us better serve survivors, rebuild our communities and boost local economies."

3. One of the most used sayings about disasters is that “All Disasters Are Local.” For this reason, it is of key importance to encourage the establishment of local Business Emergency Operations Centers (BEOCs). It also is of key importance to remember that the establishment of a local BEOC must be planned, organized, managed, and by the local stakeholders of the various participating Sectors. Hopefully, this will be accomplished with the participation of appropriate local stakeholders/Sectors, the State BEOC and federal partners, so that appropriate communications and coordination links can be established early and effectively. Some local BEOC suggestions/considerations may include:

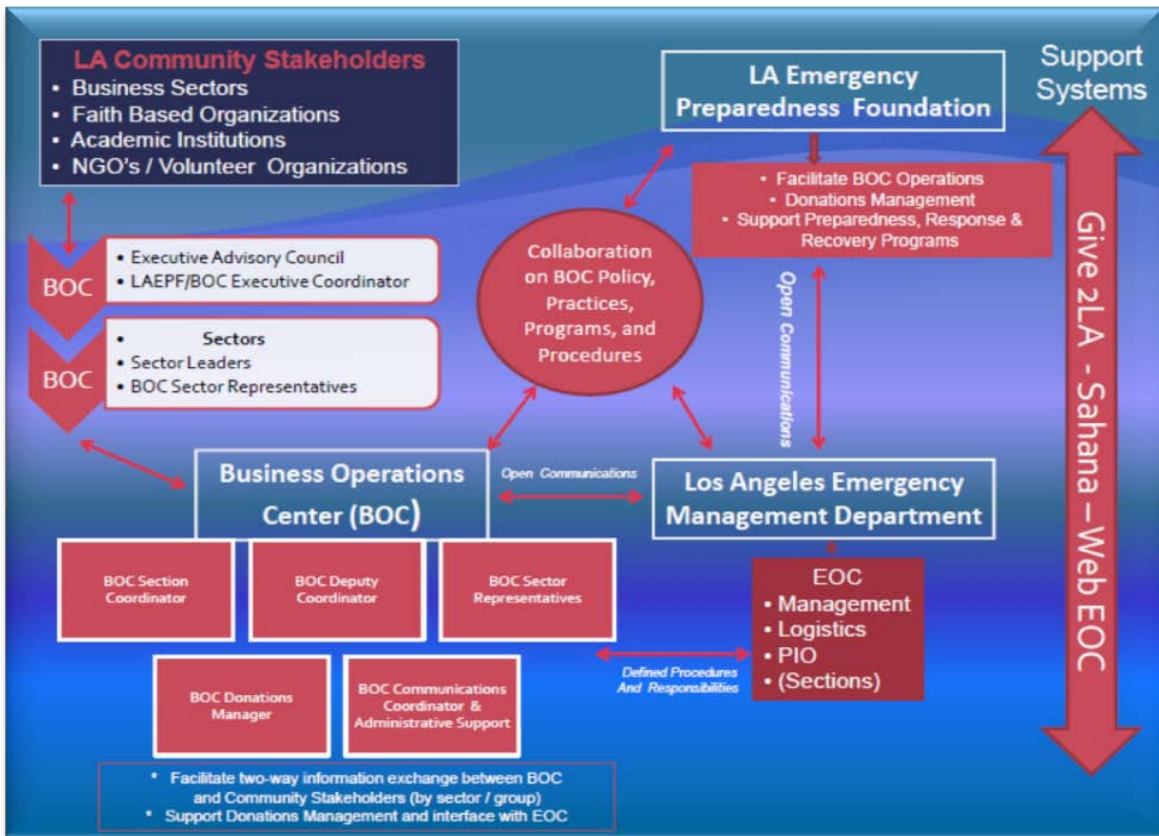
- a. Locally developed, owned and managed to meet the needs and expectations of the local stakeholders/Sectors
- b. Space limitations and the nature of various types of disasters likely will preclude the direct physical presence of every Sector in the local Emergency Operations Center (EOC)
- c. Broad scope and flexibility of information and ideas by the inclusion in some fashion (i.e., some participants in a separate facility nearby, and/or use Virtual EOC (VEOC) tools such as the telephone, E-Mail and Internet sites to exchange key disaster information, express needs and coordinate access, etc.) of ALL community sectors (Whole Community Concept)
- d. Organized and designed to provide outreach, information and training to ALL sectors (Information Exchange)
- e. Registered (with MOP3/SEMA BEOC) companies, organizations, & associations receive BEOC issued Situational Awareness Reports and appropriate disaster response information during emergency declarations
- f. Two-way communications: BEOC provides sector sourced situational assessment data to the EOC (Observations, Needs, Capabilities, Issues)
- g. BEOC structure facilitates vertical and horizontal cross-sector information exchange and even direct assistance in some cases (i.e., one business loans another disaster stricken business some furniture or equipment to use temporarily)
- h. May extend to neighboring BEOCs in local area, possibly even in other states
- i. Helps manage Sector donations (donors and recipients - usually through the Volunteer Sector)
- j. Coordinates Sector needs and offers in all the Preparedness, Response, Recovery, & Mitigation phases

4. Suggested Local BEOC Development Process

- a. Form BEOC Committee & Determine how often to meet
- b. Chose BEOC Committee Leader & essential officers
- c. Review Need for BEOC

- d. Determine how BEOC will coordinate with local EMD
 - e. Determine how BEOC will coordinate with State BEOC (& MOP3)
 - f. Become involved with the State BEOC & MOP3
 - g. Decide on level of commitment
 - h. Make commitment
 - i. Organize/Determine participants/level of commitment
 - j. Prepare a Business/Operations Plan
5. Considerations for BEOC Development
- a. Demographics/Area of Service (local or regional)
 - b. Threat/Vulnerability/Risk Assessments
 - c. Resources needed & who will provide the resources
 - d. How BEOC will be organized
 - e. Who activates BEOC & how it is activated
 - f. How BEOC will communicate (telephone, radio, Internet, etc.)
 - g. Actions to be taken
 - h. How BEOC will train & exercise
6. Considerations for maintaining a BEOC
- a. Train & Exercise Business/Operations Plan
 - b. Activate as Needed
 - c. Perform/Support other functions (if any) as appropriate
 - d. Support CERT efforts
 - e. Support Continuity Planning
 - f. Support Mitigation Planning/Projects
 - g. Assist disaster stricken businesses
 - h. Fund raising
 - i. Donations

Figure 11.2 Example Community BEOC: Los Angeles BEOC



Appendix 1
Missouri State Emergency Management Agency (SEMA)
State Emergency Operations Center (SEOC)
Private Sector Participation Guidelines

JANUARY 2012

State of Missouri
Business Emergency Operations Center
(BEOC)

**Missouri State Emergency Management Agency (SEMA)
State Emergency Operations Center (SEOC)
Private Sector Participation Guidelines**

By accepting SEMA’s invitation and being present in the State Emergency Operations Center (SEOC) ERAC, the Trade Association/ Sector/Contracted Business representative is expected to comply with the rules specified below. Participation means the representative understands and acknowledges that he/she:

- Will conform to SEMA’s Standard Operating Guidelines for the SEOC/BEOC and respect the instructions and requests made by SEMA’s staff and will provide own transportation, lodging, food, computer, software, & mobile cell phone.
- Is representing his/her Trade Association/Sector, not just the interests of his/her own company.
- Will relay information received from the State and SEMA, including information related to State/SEMA purchases, to as broad a spectrum as possible of those interested parties within his/her Sector. (Note: This provision may not apply to a representative from a SEMA contracted firm providing services in the SEOC.)
- Will relay information received from entities/parties within his/her Sector to the State and SEMA.
- Will withhold information (only as per MO Sunshine Law provisions), if requested by the State and SEMA.
- Is NOT A STATE/SEMA EMPLOYEE and the State/SEMA will assume NO LIABILITY for his/her actions that may injure or harm others and WILL NOT receive any State/SEMA Workers Compensation benefit coverage.
- Will terminate BEOC participation if asked to do so by the State/SEMA due to a violation of these guidelines.

If asked by SEMA Logistics/Resources/ESF 7 to assist in obtaining Price and Availability (P & A) for a product provided by their association or a company within their Sector (possibly including a Contracted Business representative, if requested by SEMA), the below stated representative understands/agrees/acknowledges he/she:

- 1) Must ensure that all Resource Requests they are asked to work for the SEMA Logistics/ Resources/ESF 7/Procurement Team involving contracted services, supplies, products, etc. will be provided in a timely, accurate, consistent, fair and honest manner to the members of his/her Trade Association;
- 2) May discuss Resource Requests, Price & Availability, shipping instructions, etc. with the SEMA Logistics/Resources/ESF 7 staff and the SEMA Procurement Team only;
- 3) May discuss donations and donations shipping instructions only (not procurement needs) with the ESF 6 staff;
- 4) Has taken steps to ensure that the Trade Association/Sector company does NOT enter into any contractual agreement with anyone other than SEMA’s Procurement Team (Note: Payment will only be made for procurements that have been authorized [and a valid Purchase Order Number assigned] by SEMA’s Procurement Team and after the Contractor has provided a Delivery Ticket to SEMA);
- 5) Will not use insider information to unfairly influence the submission or award of a “bid” for one company (such as his/her own company or subsidiary company, a subcontractor’s company, or any other company) over another (Note: Bids will be evaluated based upon price, delivery speed and best match to order requirements);
- 6) Will not expect/demand that any donations made to the response and/or recovery effort to be used by SEMA’s Procurement Team as part of the criterion for a contract award, unless the donation is fully disclosed and documented (perhaps as a discount) for consideration as part of a competing bid/offer;
- 7) Further understands and agrees to track and report to the SEMA Logistics/Resources/ESF 7 staff and the SEMA Procurement Team the processing, shipping, delivery and demobilization (if appropriate) of such contracted services, supplies, products, etc.

Printed Name:

Name of Private Sector Trade Association/Organization:

Name of Private Sector Employer:

E-Mail:

Mobile #:

Date: