

# Massachusetts Emergency Support Function 5

## ***BUSINESS AND INDUSTRY***

### **Responsible Agencies**

#### **Primary Agency**

North East Disaster Recovery Information X-Change (NEDRIX)

#### **Supporting State Agencies**

Massachusetts Emergency Management Agency

#### **Supporting Federal Agencies**

U.S. Small Business Administration (SBA) (Boston District Office)

#### **Supporting Organizations**

Independent Oil Marketers' Association of New England

Massachusetts Food Association

C&S Wholesale Grocers

Belmont Springs

Home Depot

Lowe's

Poland Springs

United Parcel Service

Walgreens

Wal-Mart

# 1.0. INTRODUCTION

## 1.1. Purpose

The Massachusetts Emergency Support Function 5 (MAESF-5), *Business and Industry* provides a framework for coordination and cooperation among public and private sector partners before, during, and after disasters, emergencies, or planned events in Massachusetts. Close collaboration between public- and private- sector partners over all phases of emergency management improves community resilience and ensures effective use of resources during incidents.

## 1.2. Scope

This annex is applicable to agencies and departments of the Commonwealth of Massachusetts as well as private sector partners that may be involved in prevention, preparedness, response, recovery, or mitigation activities before, during, or after a disaster or emergency. For the purposes of this annex, "private sector" is defined as any business, and related associations and organizations that are not owned or operated by the government.

The objectives of MAESF-5 are to:

- Ensure sharing of emergency information and situational awareness among public and private sector partners as they relate to potential or actual incidents.
- Coordinate resources to support disaster prevention, preparedness, recovery, and mitigation activities.
- Maintain situational awareness of developing and ongoing incidents and to assess the availability and status of key business resources, services and commodities.
- Provide information on continuity of business activities for critical infrastructure businesses as well as those that comprise the supply chain for critical commodities, and identify any resource needs to support them.

## 1.3. Policies

- Participation by the private sector in MAESF-5 activities is largely voluntary, but some organizations may have contracts or memoranda of understanding in place to support emergency preparedness and response activities.
- This annex is not intended to supplant or alter existing contractual or other legal relationships between public and private sector entities.
- Each supporting private sector business/organization under MAESF-5 will support overall response activities in accordance with assigned responsibilities and tasking by MEMA.

- The NEDRIX Rapid Response Team (NRRT) will act as the point of contact and coordinating entity for private sector businesses/organizations that are affiliated with NEDRIX.
- Each partner entity working within the scope of this document shall retain full control over its own resources and personnel.
- Each private sector business/organization represented will conduct its support activities in accordance with its own operating procedures as long as they are in compliance with all state and federally issued directives.

## **2.0 SITUATION AND ASSUMPTIONS**

### **2.1. Situation**

Massachusetts is subject to a wide range of natural and man-made hazards. Disasters or emergency events that occur in Massachusetts will likely damage and destroy homes and businesses and much of the transportation and utility infrastructures may be severely impacted. Power outages are a common occurrence in many emergencies.

The impacts of emergencies are wide ranging, but often many typical daily activities are disrupted by emergencies. Survivors often need assistance with obtaining food, water, shelter and other necessities since the typical methods might be nonoperational or inaccessible. Communities may be overwhelmed by the needed response and recovery resources and may turn to the state and federal government and private sector to fulfill needs. Businesses may be closed due to damage, lack of power, supply chain disruption or staff availability.

### **2.2. Planning Assumptions**

- Local governments have emergency management resources, plans, and procedures in place.
- Local governments will only request state assistance in the event that the impact of an incident exceeds or is expected to exceed their own capability to respond to it.
- Individuals representing MAESF-5 businesses/organizations at the State Emergency Operations Center (SEOC) should have extensive knowledge of the resources and capabilities of their respective business /organizations and have access to the appropriate authority for committing such resources.
- Local communities should be as self-sufficient as possible during the initial 72 hours of an emergency. Depending upon the magnitude of the disaster, resources from national organizations, other states and the federal government may not be immediately available.

- Private sector businesses/organizations often have better logistical and supply chain infrastructure and subject matter expertise than the public sector. In addition, many key commodities, equipment, personnel, and infrastructure reside in the private sector.
- Private sector businesses/organizations will be able to better prepare for disasters and emergencies by having open lines of communications with government and also by having personnel trained in emergency preparedness and response.
- Businesses have a strong desire to return to normal business operations as soon as possible after a disaster.
- Once extreme disaster conditions subside, private sector businesses/organizations, both inside and outside the disaster area, will begin to muster personnel and resources to assist in the affected area, and the response must be coordinated with ongoing public sector activities.
- Businesses in the affected area will have been impacted by the disaster and will need assistance to recover and assist in response and recovery activities.
- Businesses getting back in operation will reduce the required goods and services the government will have to provide in impacted areas.

## **3.0. CONCEPT OF OPERATIONS**

### **3.1. General**

MAESF-5 will be activated by MEMA when there is a potential or actual disaster situation or planned event affecting Massachusetts that requires coordination between the public and private sectors. MEMA will notify the primary organization at the time of State Emergency Operations Center (SEOC) activation to provide overall coordination of MAESF-5 activities and to ensure staffing of MAESF-5 with appropriate representatives given the incident type and resource needs. The primary business /organization will provide direction to and work in conjunction with supporting business/organization partners to coordinate MAESF-5 activities.

MAESF-5 reports to the SEOC Operations Section, with an indirect report to the SEOC Planning Section. Depending on the size, scope, and complexity of the incident, the SEOC organizational chart may be expanded, to ensure proper Span of Control is maintained. To accommodate this, the ESFs may be aligned in appropriate Branches, with similar MAESF's grouped together. In this scenario, MAESF-5 will be organized under the Operations Support Branch, together with MAESF's 10 and 16.

### **3.2. Organization**

- All personnel and activities associated with MAESF-5 will operate under the Incident Command System.

- The North East Disaster Recovery Information X-Change (NEDRIX) has been designated the primary agency for MAESF-5
- MAESF-5 partners shall designate adequate staffing to support 24-hour operations at the SEOC. Designated business/organization representatives should have the capability and authority to reach back to their own business/organization to request and commit resources and obtain necessary information to support incident response.
- Depending on the event/incident, MAESF-5 may have the option to virtually connect with the SEOC; however this will be determined and communicated by the SEOC Manager upon activation of the SEOC.

### **3.3. Notification**

MEMA will notify MAESF-5 partner businesses/organizations to report to the State Emergency Operations Center (or other location) for activation of this MAESF and private sector coordination.

### **3.4. Activities**

Responsible agencies for MAESF-5 should conduct the following actions:

#### **a. Prevention Actions**

- Develop protocols for communicating and sharing information between the public and private sectors.
- Address concerns about risks associated with sharing proprietary information.
- Identify opportunities to collaborate on protection of critical resources and key infrastructure that reside within the private sector.

#### **b. Preparedness Actions**

- The NEDRIX Rapid Response Team (NRRT) will assume responsibility along with other supporting agencies, for securing sufficient staff on a continuous basis to support and to carry out the activities tasked to the MASEF 5.
- Meet regularly to review and update the MAESF-5 annex and standard operating procedures.
- Develop and maintain internal business/organization operational plans and procedures to support MAESF-5 activities.
- Maintain and update necessary and appropriate contacts with support businesses and organizations.
- Designate staff to support SEOC operations.

- Create and maintain a list of key commodities and major suppliers of these commodities in the state in coordination with the SEOC Operations Section.
- Identify private sector resources and capabilities (equipment, assets, personnel, and the like) potentially available for use in disasters and emergencies, and work with the SEOC Operations Section to determine the applicability of such resources during specific disaster situations.
- Actively develop relationships with business organizations to build a team representing many industries.
- Understand the MEMA SEOC's concept of operations as it relates to resource requests and mission assignments.
- Convene meetings of MAESF-5 stakeholders to review potentially significant issues that the private sector faces, particularly those that the public sector can facilitate solutions to at a broad level.
- Promote public awareness through education and participation in emergency and disaster preparedness efforts, including business continuity planning.
- Participate in exercises, drills, and trainings.

## **c. Response Actions**

### **Pre-Impact**

Upon receiving notification to report to the SEOC in preparation of an incident, MAESF-5 businesses and organizations will complete the following actions commensurate with emergency priorities within the state and based on the availability of resources:

- Provide appropriate representative(s) to the SEOC to support MAESF-5. Maintain communications with the SEOC, obtain status reports, and keep the SEOC informed of progress of assigned tasks.
- Provide general communications about potential incident to the private sector through associations, organizations, industry groups, etc.
- Review existing plans and procedures.
- Ensure respective agency decision makers are kept informed of the situation.
- Test communications systems.
- Identify potential impacts of the incident on the private sector, particularly as they relate to critical infrastructure and supply chains for key commodities, and develop strategies for addressing these potential impacts.
- Identify private sector resources (equipment, assets, services, etc.) potentially available and work with SEOC Operations Section to determine the applicability of such resources during specific disaster situation. This may involve updating the list developed in the preparedness phase and tailoring for the specific incident.

- As appropriate, notify appropriate points of contact at each respective business and organization to pre-position resources and response personnel as needed.
- Provide summary of significant preparedness actions being taken by the private sector to the SEOC Operations and Planning Sections.
- Provide summary of status of key commodities at stores (and in transit) in or near the potentially impacted area.
- Provide brief and accurate status reports to the SEOC Manager and Command Staff at all regularly scheduled briefing updates.

### **Initial Response**

- If not already done so, provide appropriate representative(s) to the SEOC to support MAESF-5.
- If not already done so, designate appropriate staff to support response.
- Facilitate situational awareness and provide impacts, key events, status of response, etc. to the private sector.
- Provide situational awareness of NEDRIX members and others as possible regarding:
  - Status of businesses (open, closed, damaged, etc.) in or near impacted areas.
  - Status of key commodities at stores (and in transit) in or near impacted areas.
  - Trends related to needs of survivors and communities as reported by the private sector.
  - Significant issues that businesses are facing (particularly those that the state can facilitate solutions to accelerate recovery/reopening), in particular those relating to critical infrastructure or disruption to commodity supply chains.
- Use situational awareness information provided by the Planning Section to plan effective response actions.
- Update list of private sector resources (equipment, assets, etc.) potentially available and determine the applicability of such resources during specific disaster situation.
- Provide SEOC staffing information to the Planning Section to inform the Incident Action Plan (IAP). Provide status information to the Planning Section to inform situation reports and situational awareness statements as needed.
- Ensure appropriate staffing levels at the SEOC for MAESF-5 for each operational period.
- Track all resource requests made to private sector, including status on outstanding, in-progress, and completed requests.

### **Continuing Response**

- Coordinate with other MAESFs that may have authorities, resources, capabilities, or expertise necessary to support MAESF-5 missions.

- Continue to gather situational awareness and provide information on impacts, key events, status of response actions, and the like, in particular:
  - Status of businesses (open, closed, damaged, etc.) in and around impacted area.
  - Status of key commodities at stores (and in transit) in and around impacted area.
  - Status and needs of survivors and communities as reported by the private sector.
  - Significant issues that businesses are facing, particularly those for which the public sector can facilitate or expedite solutions, in particular issues relating to critical infrastructure or disruption to commodity supply chains.
- Continue to provide information to the Planning section to inform situational awareness statements. Ensure staff briefings are conducted during shift changes and at designated times throughout the event.
- Track all resources requests made to MAESF-5, including status on outstanding, in-progress, and completed requests.

#### **d. Recovery Actions**

- Provide summary information, where available, on damaged businesses. Participate in after action meetings and review after-action reports as appropriate.

#### **e. Mitigation Actions**

- Promote business continuity planning for private sector businesses to increase resilience and lessen the impacts of future emergencies.

## **4.0. ROLES AND RESPONSIBILITIES**

### **4.1. MAESF-5 Primary Agency Responsibilities**

- Regularly meet and coordinate with MAESF-5 supporting agencies, to:
  - Maintain a list of critical contacts, noting any changes to MEMA
  - Maintain a list of ESF-specific assets which could be deployed during an emergency
  - Maintain the ESF-5 Toolkit
  - Report any unmet needs to MEMA
- Staff the MAESF-5 work station at the SEOC.
- Maintain Situational Awareness, monitor weather conditions, and ensure a state of readiness for the ESF.



- Identify which support partners may be needed to support mission requests, and take the necessary steps to ensure that support agencies are activated or placed on standby, as needed.
- Develop and maintain an MAESF-5 staffing roster sufficient to provide needed coverage. Note that specific staffing for each supporting partner will be based on the size, scope, and type of incident.
- Coordinate with other MAESFs to determine available resources and needs.
- Assist the SEOC Operations Section in identifying, prioritizing and coordinating resource needs that could be supported by the private sector.
- Record incoming requests for assistance, the individual assigned to respond, and the action taken.
- Ensure that businesses/organizations assigned to MAESF-5, in coordination with MEMA, are responding to assigned requests for assistance.
- Identify and resolve conflicts in the areas of responsibility between the various private sector owner/operators and organizations.
- Ensure situational awareness by MAESF-5 is reported, as needed, to Planning Section.
- Provide status reports on behalf of MAESF-5 during SEOC briefings.
- Provide information, from the SEOC operational briefings and Situation Reports, to the liaison of each business and industry partner involved in the event.
- Provide documentation, tracking and updates on requests for assistance.
- Ensure that necessary cost accounting measures are being used and that summary reports are generated (as needed) and shared with the SEOC Finance Section Chief.
- Coordinate demobilization of MAESF-5 when directed by MEMA.
- While Primary Agencies are designated in advance, this may be subject to change during an SEOC Activation, dependent on the specific circumstances and needs of the incident, and therefore the agency most appropriate to take the primary assignment.

#### **a. North East Disaster Recovery Information X-Change (NEDRIX) Rapid Response Team**

- The NEDRIX Rapid Response Team (NRRT) will act as a conduit between the SEOC and NEDRIX members to provide situational awareness and information concerning ongoing operations.
- The NRRT will provide information and situational awareness to the SEOC through the NEDRIX Notify System, WebEOC, and other communications tools concerning impacts to critical business sectors and supply chains.
- As requested, the NRRT will coordinate with NEDRIX members to obtain private sector resources to support SEOC operations.

- NEDRIX will recruit industry members and will be available to mentor and train new members.
- The NRRT will provide staffing for the SEOC MAESF-5 work station in person or virtually as needs dictate.

## **4.2. MAESF-5 Supporting Agency Responsibilities**

### **a. Massachusetts Food Association (MFA)**

- Provide information and situational awareness on the status, location, needs, and available resources of food retailers, distribution centers, wholesalers, and distributors.
- Work with member organizations to develop a list of critical commodities that can be pre-positioned in advance of an event.
- Provide staffing for the MAESF-5 work station at the SEOC as needed.
- Act as a conduit for providing situational awareness and information on ongoing operations from the SEOC to member organizations.
- As requested, coordinate private sector resources to support SEOC operations.
- As needed, obtain information from member organizations to provide to the SEOC.

### **b. Independent Oil Marketers Association of New England (IOMA)**

- Provide information and situational awareness on the status, location, needs, and resources of member organizations.
- Act as a conduit for providing situational awareness and information on ongoing operations from the SEOC to member organizations.
- As requested, coordinate private sector resources to support SEOC operations.
- As needed, obtain information from member organizations to provide to the SEOC.

### **c. Private Sector Companies**

- Act as a conduit between the SEOC and the business or industry to provide situational awareness and information concerning ongoing operations.
- Obtain resources as needed to support SEOC requests.
- Provide pertinent information on impacts to respective business and supply chains.
- As requested, coordinate private sector resources to support SEOC operations.

## **4.3. Other Agencies**

Other businesses and organizations not explicitly covered in this annex may have authorities, resources, capabilities, or expertise required to support MAESF-5 activities. These businesses/organizations may be requested to support MAESF-5 activities as needed.

## **5.0. ADMINISTRATION AND LOGISTICS**

### **5.1. Staffing**

All MAESF-5 responsible partners should designate at least two personnel to act as SEOC liaisons. These liaisons should be knowledgeable about the resources and capabilities of their respective business/organization and have access to the appropriate authorities for committing said resources and capabilities.

### **5.2. Mutual Aid**

The process for requesting mutual aid from entities either within or outside Massachusetts is described in the "Mutual Aid" section of the State CEMP Basic Plan.

### **5.3. Annex Review and Maintenance**

This annex will be updated every two years at a minimum, in accordance with the Emergency Management Program Administrative Policy, and will ensure that appropriate stakeholder input is incorporated into updates. Additionally, the annex will be reviewed following any exercise or activation of the plan that identifies potential improvements. Revisions to this annex will supersede all previous editions and will be effective immediately.

## **6.0. AUTHORITIES, RESOURCES, AND REFERENCES**

### **6.1. Authorities**

See Authorities section of Basic Plan

### **6.2. Resources**

See Resources section of Basic Plan

### **6.3. References**

- Massachusetts Comprehensive Emergency Management Plan
- Massachusetts Radiological Emergency Response Plan
- SEOC ESF SOP Guidance Document
- Threat Hazard Identification and Risk Assessment (THIRA)
- Hazard Identification and Risk Assessment (HIRA)
- State Hazard Mitigation Plan