

DRF 9

ECONOMIC PLANNING

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ECONOMIC PLANNING

PRIMARY AGENCIES: Springfield Area Chamber of Commerce

SUPPORT AGENCIES: Office of Emergency Management
Community Organizations Active in Disasters (COAD)
City/County Departments
Missouri Department of Economic Development
Small Business Technology & Development Center

I. PURPOSE

When developed the Economic Planning function for Long Term Recovery will provide a framework for returning the Springfield-Greene County economy to as much as nominal pre-disaster condition. The main purpose of this guide is to aid in effective decision making processes to ensure that resources are expanded efficiently, effectively in a manner that stimulates near-term economic growth and adds long term economic value with sensitivity to environmental impacts where possible. It takes particular note of plans that identify and seize opportunities for economic recovery and sustainable growth that enable the leveraging of resources, expediting infrastructure delivery, support business growth and innovation, develop the Springfield-Greene County workforce, and enhance the environmental quality.

II. SCOPE

This Economic Planning function focuses specifically on the long term economic recovery, and is meant to be utilized in conjunction with the Recovery Plan. The function is grounded in and supports, but does not replace, long term plans for infrastructure, land use, or economic development. The function applies to activities conducted in the immediate aftermath of a disaster, as well as those performed during the extended recovery process, noting that decisions made during the initial response to a disaster will have a lasting impact on the ability for a community to recover in the long term.

III. SITUATION AND ASSUMPTIONS

A. Situation

1. The Springfield Metropolitan Statistical Area (MSA) has a labor force – of approximately 225,000.
2. The City of Springfield has thousands of licensed businesses, many of which are retail merchants, a sector of the economy most likely to have long term damage post-disaster.
3. In the Springfield Metro Area, 95% of businesses have fewer than 50 employees.
4. Blocked roads from debris could prevent personnel and product from either being received or disseminated to various locations throughout the city or county.
5. Various levels of government will initiate restrictions regarding access; this will depend greatly upon the type of disaster.
6. Local supply chain distribution may be easily disrupted creating multiple and cascading disaster events.

B. Assumptions

1. Economies are often changed drastically by disaster. While disaster recovery is often aimed at returning to pre-disaster state, this is often impossible.
2. Decisions made during the response, such as where temporary housing and businesses are established, often become permanent, and will determine the effectiveness of the recovery effort.
3. Businesses may have their own recovery plans which will guide their decision making in a post-disaster environment.
4. Businesses, both inside and outside the affected area, may experience lost revenue as a result of the disaster.
5. Unlike property damage which may be assessed in a relatively short time after a disaster, lost revenue and business interruption takes place over the relatively longer period of recovery.
6. All businesses are different, and thus the recovery process that they will need to go through is also different. There will be very noticeable differences between the recovery processes of various types of businesses such as non-profit organizations, small businesses, and manufacturing.
7. Factors such as pre-disaster strength, size, and the type of business will all have a profound impact on a business's ability to recover. Small businesses often have a significantly harder time recovering compared to larger businesses.
8. Volunteers, either affiliated or un-affiliated with an organization, will self deploy.
9. Businesses may assume that local, state, and federal governments are responsible for clearing private property of debris. Property owners are responsible for clearing debris on their own property.

IV. CONCEPT OF OPERATIONS

A. General

Several Critical Functions have been identified as areas of concern: Workforce, Infrastructure, Communications, Security, Supply Chain, Property Restoration, Business Resource Center, and Business Continuity of Operations Plans. Each Critical Function may contain some or all of the four phases of Emergency Management: Mitigation, Preparedness, Response and Recovery.

Individual businesses can mitigate the impact of a disaster on their operations by developing robust emergency operations and disaster preparedness plans. This economic recovery plan is designed to address whole-community economic issues. Resources will be available to individual businesses as part of this economic recovery plan, but it is incumbent on each business to prepare themselves for disaster events.

In the wake of a substantial disaster event, a Business Resource Center will be established to provide assistance to the affected business community. Because disasters affect individuals and businesses, the Business Resource Center will be co-located with those resource centers for individual assistance, such as the American Red Cross or Multi-Agency Resource Centers (MARC). A full list of agencies and programs is provided below. They include items related to federal, state, and local programs, insurance, finance, real estate, and others.

B. Critical Functions

1. Business Pre-Disaster Planning

It is incumbent on all individual businesses to prepare themselves, their facilities, and their employees for disaster events.

Preparedness

- a. Communicate importance of individual business preparedness plans.
- b. Communicate whole community emergency response and recovery plan to ensure that each business understands the process and the resources that will be available post-disaster.
- c. Home Town Ready program is available to all businesses.
- d. Each business develops and implements internal disaster preparedness plan.

Response

- a. Businesses enact disaster preparedness plan in the wake of a disaster event.
- b. Businesses begin connecting with community-wide resources as indicated below.

Recovery

- a. Businesses take necessary steps to return to normal operations.
- b. Whole community economic resources are available to assist businesses returning to normal operations.

2. Workforce

Businesses depend on a skilled and available workforce, during both normal and emergency operations.

Preparedness

- a. Communicate importance of preparing individuals and families so that the impact on employees is minimized.
- b. Employees who are prepared for disasters at home are more likely to be available to return to work after a disaster event.
- c. Employers must communicate importance of individual preparedness to employees.
- d. Businesses develop employee contact and call lists that will be enacted in the wake of a disaster to determine employees' status.

Response

- a. If businesses' emergency call procedures are unable to contact employees, employers are encouraged to use the American Red Cross hotline system to locate individuals.
- b. Missouri Career Center Rapid Response System may be utilized by employers to fill vacancies and to assist workers whose employers may be displaced or affected by the disaster. This will assist with temporary placement of current employees or hiring of temporary employees.
- c. Establish communications with area hotels and motels to arrange for temporary residency for displaced employees affected by the disaster.

Recovery

- a. Long-term economic disruptions may be the result of a severe disaster event.
- b. Workforce development agencies (i.e. Ozarks Technical Community College, Missouri Career Center) will provide training, re-training, and placement assistance to employees and for employers.

3. Infrastructure

Businesses depend on adequate infrastructure. Individual businesses must know how their facility connects to public infrastructure to assist utility service restoration after a disaster.

Preparedness

- a. Community-wide infrastructure must be properly maintained to encourage resistance to disaster events.
- b. Individual businesses must ensure their facilities are properly maintained and hardened against disasters.
- c. Businesses must know location of utility hookups and shut-offs and communicate this to all employees. This will facilitate restoration and coordination with utility services providers in the wake of a disaster.
- d. Public sector entities and utility service providers must develop detailed service restoration plans.
- e. Utility service providers communicate priority restoration schedule to ensure all businesses know process for restoring service to all customers.

Response

- a. Establish temporary power if needed and available.
- b. Report outages to appropriate utility service providers.
- c. Utility service providers restore service according to priority schedule.
- d. Coordinate with debris removal DRF to create alternate routes to and from businesses if roads become impassable.
- e. Businesses must clear debris from private property to allow access to on-site transportation and utility infrastructure.
- f. Identify locations with available generators or other temporary power sources, for businesses that are not on priority restoration schedule.

Recovery

- a. Identify ongoing infrastructure needs and communicate with appropriate entity.
- b. Assist individual businesses in connecting to relevant public and private sector entities.
- c. Communicate with utility providers to ensure infrastructure rebuilding supports long-term economic recovery needs.

4. Communications

Businesses, the community's visitors, and customers depend on accurate and timely information. Communication between the business community and the Office of Emergency Management is vital to efficient recovery efforts.

Preparedness

- a. Businesses should establish internal communications and public relations plans.
- b. Establish robust contact lists for the business community that provide multiple methods of communication including traditional media, social media, email, text message, and phone among others.
- c. Establish a Public Information Officer (PIO) to work with and assist other PIOs in the Emergency Operations Center (EOC) as needed to facilitate the flow of information to, from, and about businesses.

Response

- a. PIO coordinates with the EOC JIC to get accurate assessments of damage and business continuity. Information should flow into the EOC and out to the business community.
- b. Provide timely communications to and about business related to the disaster event.
- c. Ensure the Office of Emergency Management is apprised of ongoing business challenges.
- d. Establish information resources for and about businesses affected by disaster.

Recovery

- a. Provide timely and accurate information to the business community throughout duration of recovery efforts.
- b. Ensure ongoing challenges and needs of business community are communicated to appropriate entities.
- c. Ensure ongoing support services and resources are communicated to business community.

5. Security

Preparedness

- a. Businesses must develop internal security plans, including physical, records, and data security.
- b. Identify businesses that may need heightened security in the case of a disaster, based on the materials, products, or components in their facilities.
- c. Ensure public safety entities are aware of critical or sensitive materials located in private sector facilities.

Response

- a. Assist law enforcement officials to secure areas of concern that have been identified, especially related to certain businesses that might need additional security assistance.
- b. Coordinate with law enforcement and other officials on possible curfews within or around the affected area.
- c. Provide information on private security firms for businesses requesting additional assistance.

Recovery

- a. Ensure that long-term security needs for businesses are being met by communicating with business community and law enforcement community.

6. Supply Chain

Supply chains are the lifeblood of businesses, and keeping them open before, during, and after a disaster are critical to the long-term economic health of the community. Additionally, the private sector will be needed to provide additional goods and supplies to help the community during a disaster event.

Preparedness

- a. Businesses must ensure supply chain management is ready to address disaster events.
- b. Develop regional partnerships to access goods/supplies from surrounding communities.
- c. Develop list of contact information for major retail, wholesale, and logistics firms that may need to be called upon during disaster events.

Response

- a. Coordinate with appropriate DRF to ensure debris removal efforts include consideration of major supply chain access routes, by coordinating with the relevant DRF.
- b. Identify available fuel sources and fuel distribution sites.
- c. Coordinate with businesses on private sector goods/supplies that may be needed.

Recovery

- a. Ensure supply chains have been restored as businesses return to normal operations.

7. Property Restoration

Businesses must have adequate facility locations in order to sustain operations after a disaster, including debris removal, access for responders, employees, and customers. After a disaster, businesses may need to quickly find replacement locations, and public entities may need available facilities to position disaster response supplies.

Preparedness

- a. Businesses should harden their facility to resist disaster events.
- b. Maintain database of available real estate, including existing buildings that may be needed post-disaster.
- c. Maintain contact information for local contractors, architects, engineers, design firms, and others that may be contacted post-disaster.
- d. Coordinate with emergency management and other public officials on zoning, construction, permitting, and other items related to rebuilding/replacing facilities post-disaster.
- e. Businesses should create debris removal plan.

Response

- a. Assist in debris removal efforts by coordinating with local contractors who may be available for business properties.
- b. Assist with "Right of Entry" by law enforcement, utility services, and other related emergency management officials onto local businesses private property by helping to contact property owners.
- c. Provide information on available real estate for warehouses, replacement facilities, and other real property issues.
- d. Establish contact with damage assessment teams.

Recovery

- a. Coordinate with public sector development officials to ensure local governments can process large influx of building permits.
- b. Ensure public sector understands business/development issues during rebuilding phase.
- c. Ensure businesses understand any changes to development process that may be enacted post-disaster.
- d. Coordinate with community planning DRF to ensure redevelopment and rebuilding efforts consider business community's needs.

8. Business Resource Center

A central location where businesses can access all the available recovery resources will help them return to normal operations more quickly. Additionally, by providing easy access to these resources, businesses will have confidence to reinvest in the community.

Preparedness

- a. Establish good relationships with business community and among business resource service providers.
- b. Pre-determine location of Business Resource Center in conjunction with MARC and other individual resource centers.
- c. Communicate with business community about available resources.
- d. Create contact lists of all entities that have presence in the Business Resource Center.
- e. Ensure Business Resource Center has needed equipment to sustain operations during a disaster.
- f. Coordinate with all Business Resource Center entities.

Response

- a. Establish Business Resource Center, if needed, by contacting participating entities and beginning operations.
- b. Communicate with public sector officials, emergency management personnel, and business community that the Business Resource Center has been activated.

Recovery

- a. Continue operation of Business Resource Center until a centralized location of resources is no longer needed.
- b. Ensure that business community is aware of agencies and programs that are available to assist them over the long-term.

V. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Primary Agency

Springfield Area Chamber of Commerce

- a. Assist with plan enhancement.
- b. Encourage the use of business assistance networks to promote pre-disaster innovation.
- c. Assist in stimulating the local economy before, during and after a disaster.
- d. Coordinate with local, state, and federal government agencies and non-profit agencies to provide resource to businesses.

B. Support Agencies/Associations

Office of Emergency Management

OEM plays a supporting role in coordinating with COAD in both short term and long term recovery. Actions taken by OEM may include, but are not limited to:

- a. Deploying damage assessment teams.
- b. Identifying and utilizing applicable federal programs.
- c. Coordinating recovery and mitigation grant programs.
- d. Disseminating information on how to apply for local, state, and federal assistance, when available.
- e. Coordinating with FEMA on disaster assistance.

Greene County Community Organizations Active in Disaster (COAD)

Greene County COAD consists of public, private, and non-governmental organizations that focus on assuring the most complete recovery for Springfield-Greene County following a disaster.

City/County Departments

- a. Assisting with plan enhancement.
- b. Participating in coordination of plan implementation.
- c. Conducting health and safety inspections of rental properties.
- d. Coordinating with utility companies with the installation or reconnection of service after a disaster.
- e. Inspect buildings and placard them to indicate habitability status.
- f. Begin process of contracting for renovation of damaged buildings or the construction of replacement buildings.
- g. Take steps to return service, sewer, water and electrical utilities.
- h. Take steps in building an economic recovery team to ensure proper funds management.

C. State Support Agency

State Emergency Management Agency (SEMA)

Provide support to local government and act as an intermediary between local and federal assistance programs.

Missouri Department of Economic Development (DED)

Provide economic support to local businesses and act as an intermediary between local and federal assistance programs.

Small Business Technology & Development Center (SBTDC)

The Missouri Small Business & Technology Development Centers (MO SBTDC) help businesses from concept to start-up, growth to renewal, maturity to succession.

D. Federal Support Agencies

Small Business Administration (SBA)

The SBA makes a number of low-interest disaster loans available to both individuals and businesses which may be used to offset business losses and restore or repair personal property, and fund approved mitigation programs.

The SBA will use their Disaster Declaration Criteria to determine the extent of aid that will be given to the area. The thresholds that must be met before a request for a physical disaster declaration will be forwarded to the SBA include:

1. In any county or other small political subdivision of a state, at least 25 homes or 25 businesses, or a combination of at least 25 homes, businesses or other eligible institutions, have each sustained uninsured losses of 40 percent or more of the estimated fair replacement value or pre-disaster fair market value of the damaged property, whichever is lower; or
2. In any such political subdivision, at least three businesses sustain uninsured losses of 40 percent or more of their estimated fair replacement value or pre-disaster fair market value of the damaged property, whichever is lower, and as a direct result of physical damage, 25 percent or more of the work force in the community would be unemployed for at least 90 days.

When the SBA issues a physical disaster declaration, all three of the loan programs are available to eligible applications. The three loan programs are: homeowner physical disaster home loans (homeowners and renters), physical disaster business loans (businesses and non-profits), and economic injury business loans for small businesses only.

The SBA may also make Economic Injury Disaster Loans (EIDL) available regardless of physical damage to qualifying small businesses. These loans are specifically to provide working capital until normal operations resume after a physical disaster. The SBA does not conduct the damage assessments for economic injury disaster declarations, but rather the Governor must certify to the SBA that at least five small businesses, including small nurseries or agricultural cooperatives, in the disaster area have suffered substantial economic injury, not covered by business interruption insurance, as a result of the disaster and are in need of financial assistance not otherwise available on reasonable terms.

VI. DIRECTION AND CONTROL

- A. The Springfield Area Chamber of Commerce, depending on the jurisdiction, has overall responsibility for economic recovery efforts.
- B. Community Organizations Active in Disaster (COAD) is responsible for the coordination of recovery efforts among City/County departments and outside agencies.

VII. CONTINUITY OF OPERATIONS

The key purpose of Continuity of Operations planning is to provide a framework for the continued operation of critical functions. When implemented, these plans will determine response, recovery, resumption, and restoration of Department/Agency services.

COOP Plans for the Departments/Agencies present a manageable framework, establish operational procedures to sustain essential activities if normal operations are not feasible, and guide the restoration of the critical functions of the Department/Agencies functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the department.

VIII. DEVELOPMENT AND MAINTENANCE

The Economic Planning function for Long Term Recovery will be reviewed annually with changes and updates being implemented at the discretion of the Greene County COAD, Chamber of Commerce and Springfield-Greene County OEM.

IX. AUTHORITY AND REFERENCES

- Springfield Area Chamber of Commerce Emergency Operations Plan
- Missouri Department of Economic Development (DED)