



ESF 14 — Business and Industry



Purpose

Emergency Support Function (ESF) 14 describes how the County will provide immediate and short-term assistance to local private sector entities; stabilize the local economy; and effectively utilize local private sector assets in response operations following a large-scale incident.

Coordinating Agencies

PRIMARY AGENCY: Business & Community Services (BCS)
SUPPORTING AGENCY: County Administration

Scope

Activities within the scope of ESF 14 include:

- Fostering solid partnerships amongst private (business and industry) and public (local, regional, state, federal) sector emergency management organizations throughout all phases of the emergency management cycle.
- Identifying and addressing any private sector resource/capability shortfalls with the potential to destabilize the local economy if left unmet/unaddressed.
- Identifying, coordinating, mobilizing, tracking, and demobilizing private sector owned and operated resources utilized during incident response operations.
- Assist in conducting initial economic damage assessments for impacted areas.

Activities outside the scope of this function include:

- Developing and/or implementing private sector Business Continuity Plans/Continuity of Operations Plans.
- Developing and/or implementing plans to identify and thwart terrorist plots targeting facilities federally defined as Critical Infrastructure or a Key Resource (CIKR).

Response

Response activities take place during an emergency and include actions to save lives and prevent further property damage in an emergency situation.

Response roles and responsibilities for ESF 14 include:

All Tasked Agencies

- Provide situational updates to the County EOC, as required, to maintain situational awareness and a foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 14 activities.

Business and Economic Development

- Coordinate with the EOC Planning Section to determine the impacts to the County's business community.
- Establish a Liaison Officer in the County EOC if needed to outreach to business and industry partners.
- Coordinate with business and industry partners around opportunities for private sector support to response operations.
- Request support for business and industry-related activities through the State ECC.

- Activate Business Recovery Centers as necessary.

Area Businesses and Industry

- Assess the impact of the emergency on business.
- Provide goods and services through contractual arrangements or government purchases, or and where appropriate, mutual support agreements with impacted communities.
- Utilize existing agreements and contracts to obtain needed resources.
- Implement business continuity plans.
- Report status of business operations and impacts to the County EOC.

EOC Operations

When ESF 14-related activities are staffed in the EOC, the Business and Community Services representative will be responsible for the following:

- BCS will evaluate the need and funding to stand up support services for the business community. (e.g. Business Recovery Centers)
- Serve as a liaison with the business community and private industry.
- Provide a primary entry point for situational information related to business and industry.
- Share situation status updates related to business and industry to inform development of the Situation Report.
- Participate in and provide ESF 14-specific reports for EOC briefings.

- Assist in development and communication of ESF 14-related actions to tasked agencies.
- Monitor ongoing ESF 14-related actions.
- Share ESF 14-related information with ESF 15 – Public Information, to ensure consistent public messaging.
- Coordinate ESF 14-related staffing to ensure the function can be staffed across operational periods.
- The County Emergency Operations Center (EOC) will provide guidance for the coordination of business and industry resources.

Coordinating with Other ESFs

The following ESFs support ESF 14-related activities:

- **ESF 2 – Communications.** Coordinate with private sector telecommunications providers.
- **ESF 3 – Public Works.** Coordinate with private sector infrastructure partners.
- **ESF 8 – Health and Medical.** Coordinate with private sector healthcare providers.
- **ESF 10 – Hazardous Materials.** Coordinate with private sector partners that handle, store, or transport hazardous materials.
- **ESF 11 – Agriculture & Animal Protection.** Coordinate with agriculture and agribusiness industry partners.
- **ESF 12 – Energy.** Coordinate with private-sector energy utilities.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations.

Preparedness roles and responsibilities for ESF 14 include:

All Tasked Agencies

- Develop operational plans for ESF 14 activities, as appropriate.
- Participate in ESF 14 related trainings and exercises, as appropriate.

Business and Economic Development

- Coordinate regular review and update of the ESF 14 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF14 activities.
- Maintain operational capacity of the County EOC to support business and industry related activities.
- Provide private-sector partners with vetted, pertinent, and useful preparedness information or emergency management organizations throughout all phases of the emergency management cycle.

County Administration

- Promote policies that encourage community-wide emergency preparedness including business and industry partners.

Area Businesses and Industry

- Establish an emergency management organization to facilitate interaction, communication, and coordination with local, tribal, and state partners.
- Develop, validate, exercise, and implement security and business continuity plans to ensure their capability to deliver goods and services. Plans should include procedures to:

- Determine the impact of an incident on the business involved, as well as to forecast cascading effects of interdependencies between sectors.
- Facilitate a shared situational awareness with local, tribal, and state emergency management organizations.
- Coordinate and set priorities for incident management support and response, and the rationing or prioritizing of the delivery of goods and services after an incident.
 - Inform state decision-makers to help determine appropriate recovery and reconstitution measures, particularly in cases where they may result in indemnity, liability, or business losses for the private sector.
 - Support local, tribal, and state partners to obtain goods and services necessary for the restoration and recovery of impacted business and industry on a priority basis.
- Conduct assessments of, and develop contingency plans for, supply chain disruption.
- Maintain business interruption insurance.
- Coordinate plans for security and continuity/contingency programs with local, tribal, and state partners.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency.

Recovery roles and responsibilities for ESF 14 include:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and implement corrective actions as appropriate.
- Provide support to recovery planning.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies.

Mitigation roles and responsibilities for ESF 14 include:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

Area Businesses and Industry

- Conduct business restoration activities in a manner to reduce the likelihood and severity of future damages and enhance community resiliency.



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ESF 14 Tasked Agencies	
Primary County Agency	Business & Community Services (BCS)
Supporting County Agency	County Administration
Community Partners	Local Chambers of Commerce/Business Recovery Centers Community Based Organizations (e.g. Clackamas Workforce Partnership, Micro Enterprise Services of Oregon) Business Associations Small Business Development Center Area Businesses and Industry
State Agency	Business Oregon
Federal Agency	Economic Development Association (EDA), Small Business Administration

1 Introduction

1.1 Purpose

Emergency Support Function 14 (ESF 14) describes how the County will provide immediate and short-term assistance to local private sector entities; stabilize the local economy; and effectively utilize local private sector assets in response operations following a large-scale incident.

1.2 Scope

Activities encompassed within the scope of this function include:

- Fostering solid partnerships amongst private (business and industry) and public (local, regional, state, federal) sector emergency management organizations throughout all phases of the emergency management cycle.
- Identifying and addressing any private sector resource/capability shortfalls with the potential to destabilize the local economy if left unmet/unaddressed.
- Identifying, coordinating, mobilizing, tracking, and demobilizing private sector owned and operated resources utilized during incident response operations.
- Assist in conducting initial economic damage assessments for impacted areas.

Activities outside the scope of this function and not included in this ESF include:

- Developing and/or implementing private sector Business Continuity Plans/Continuity of Operations Plans.
- Developing and/or implementing plans to identify and thwart terrorist plots targeting facilities federally defined as Critical Infrastructure or a Key Resource (CIKR).

2 Situation and Assumptions

2.1 Situation

The County faces a number of hazards, each with the potential to significantly impact its economic stability. Incidents significantly impacting the local economy will likely require the County to support the resource/capability needs of critical private sector partners and coordinate the utilization of privately owned and operated assets utilized as part of response operations. The following planning considerations should be made in preparing for the processes by which the County will coordinate with County private sector partners to stabilize the local economy following a large-scale incident.

Large-scale incidents may result in extensive damage to privately owned property (commercial and residential), and may:

- Reduce or suspend local private sector business operations thereby:
 - Destabilizing the overall local economy.
 - Delaying the individual citizen's ability to regain normalcy and autonomy.
- Overwhelm the County's capacity to conduct damage assessment activities.
- Delay or hamper the community's ability to transition from incident response operations to incident recovery operations.

2.2 Assumptions

ESF 14 is based on the following planning assumptions:

- Research affirms the correlation between the efficacy of a local jurisdiction's response/recovery operations and the strength of relationships between the public and private sectors (public-private partnerships).
- The successful implementation of all activities included within the scope of this function is predicated upon trust between public/private sector entities, and a willingness to redefine the nature of existing relationships.
- Historical data shows the nation's economy to be relatively stable (despite the occasional poor performance of one or more 'economic indicators'); therefore, this ESF assumes the County will likely mobilize and initiate ESF 14 activities in the context of a stable economy.
- Private-sector entities are responsible for and will provide for the means to repair, restore, and secure self-owned and/or operated properties with damage resulting from a hazard's impacts.
- Some private-sector entities may routinely conduct disaster preparedness activities, and have either developed/or will develop the necessary disaster preparedness plans to: ensure the safety of staff, customers/clients, and guest; sustain business operations and provide continuity of services; and to augment County response operations with pre-identified resources and assets.
- Private-sector entities pre-identified as owning and/or operating potentially useful response equipment are responsible for addressing matters related to maintenance, safety, and training.

3 Concept of Operations

3.1 General

All ESF 14-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

In accordance with the Basic Plan and this ESF Annex, Business & Community Services is responsible for coordinating ESF 14-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.

Requests for assistance with business and industry will first be issued in accordance with mutual aid agreements, if established, and once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center (ECC).

4.2 Coordination with Other ESFs

The following ESFs support ESF 14-related activities:

- **ESF 2 – Communications.** Coordinate with private sector telecommunications providers.
- **ESF 3 – Public Works.** Coordinate with private sector infrastructure partners.
- **ESF 8 – Health and Medical.** Coordinate with private sector healthcare providers.
- **ESF 10 – Hazardous Materials.** Coordinate with private sector partners that handle, store, or transport hazardous materials.
- **ESF 11 – Agriculture and Animal Protection.** Coordinate with agriculture and agribusiness industry partners.
- **ESF 12 – Energy.** Coordinate with private-sector energy utilities.

4 Emergency Coordination

4.1 County

BCS Economic Development will coordinate emergency response efforts related to the business community by communicating and collaborating with a variety of stakeholders and using associated tools, such as those listed in this section.

Community Partners Roundtable. BCS Economic Development hosts convening sessions with city partners on a regular basis to share best practices and gather feedback from the business community. Representatives include, Economic Development Managers, Main Street Managers, and lead Business Recovery Center staff.

Business Recovery Centers. Working in partnership with local Chambers of Commerce, Business Recovery Centers could be activated to provide a one-stop location for recovery services. These activities could include but are not limited to; financial support, legal services, distribution of Personal Protective Equipment and translation services.

Comprehensive Economic Development Strategy (CEDS). A CEDS is a strategy-driven plan for regional economic development and is the result of a regionally-owned planning process

designed to build capacity and guide the economic prosperity and resiliency of a region. The CEDS allows for a pathway to federal funding resources deployed during an emergency.

4.2 Region

The Greater Portland Regional Economic Recovery Plan identifies feasible actions that can be immediately implemented to get people back to work, stabilize small and medium businesses and, hopefully, deter further income inequality. Data-driven insights, validated by broad stakeholder input, defined the Recovery Plan development. Insights into specific objectives and broad input give agency to the stakeholders that will implement the plan, ensure that the plan is feasible, and confirm “on-the-ground” realities that may not be reflected in the data.

5 ESF Annex Development and Maintenance

Business & Community Services will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.