



ESF 18 – Business and Industry

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ESF 18. Business and Industry

ESF 18 Tasked Agencies	
Primary County Agency	Business and Economic Development
Supporting County Agency	Board of County Commissioners
Community Partners	Clackamas County Business Alliance Area Businesses and Industry
State Agency	Business Oregon
Federal Agency	Small Business Administration
<i>*See Section 3 for more information about Tasked Agencies.</i>	

1 Introduction

1.1 Purpose

Emergency Support Function 18 (ESF 18) 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).

Private sector entities providing critical/essential services (private utilities, hospitals, etc.) and/or operating a CIKR-designated facility are specifically addressed within an appropriate corresponding ESF Annex (e.g., privately owned hospitals are addressed in ESF 8 Health and Medical; privately owned power/electricity utility companies are addressed in ESF 12 Energy; etc.).

1.3 Policies and Authorities

None at this time.

2 Situation and Assumptions

2.1 Situation

The County is faced with 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 18 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 up trust between public/private sector entities, and a willingness to redefine the nature of existing relationship.
- 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 18 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 Roles and Responsibilities of Tasked Agencies

The County has identified primary and supporting agencies and community partners to ensure that ESF-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement their assigned tasks.

- **Primary County Agency(s)** – County agency(s) may be assigned as the primary agency based on the agency’s responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will work with supporting agencies to manage capabilities and resources to support ESF-related activities.
- **Supporting County Agency(s)** - County agency(s) may be assigned as supporting if they may have a substantial support role during incidents based on their capabilities and resources.
- **Community Partners** – May be assigned tasks if they meet one or more of the following criteria: the organization’s self-defined mission includes emergency response (e.g., disaster relief nonprofit organizations); the organization receives formalized tasking by governmental agencies (e.g., American Red Cross); the entity’s jurisdictional authority, or the entity’s resources and capabilities.

Roles and responsibilities for state and federal agencies are identified in the State of Oregon Emergency Operations Plan and National Response Framework, respectively.

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

All ESF 18-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 and Economic Development is responsible for coordinating ESF 18-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).
- The County Emergency Operations Center (EOC) will provide guidance for the coordination of business and industry resources.

4.2 EOC Activation

When a disaster occurs, Clackamas County Disaster Management may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate ESF 18-related activities.

4.3 EOC Operations

When ESF 18-related activities are staffed in the EOC, the Business and Economic Development representative will be responsible for the following:

- 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 18-specific reports for, EOC briefings.
- Assist in development and communication of ESF 18-related actions to tasked agencies.
- Monitor ongoing ESF 18-related actions.
- Share ESF 18-related information with ESF 14 – Public Information, to ensure consistent public messaging.
- Coordinate ESF 18-related staffing to ensure the function can be staffed across operational periods.

4.4 Disabilities, and Access and Functional Needs Populations

Provision of ESF 18-related activities will take into account populations with disabilities, and access and functional needs. The needs of children and adults who experience disabilities or access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs support ESF 18-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.

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- **ESF 11 – Food and Water.** Coordinate with private-sector partners that may provide food and water resources.
- **ESF 12 – Energy.** Coordinate with private-sector energy utilities.
- **ESF 17 – Agriculture and Animal Protection.** Coordinate with agriculture and agribusiness industry partners.

5 Direction and Control

To be developed.

6 ESF Annex Development and Maintenance

The Business and Economic Development 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.

7 Appendices

- Appendix A – ESF 18 Resources
- Appendix B – ESF 18 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 18 Representative Checklist

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Appendix A ESF 18 Resources

The following resources provide additional information regarding ESF 18 and business and industry related issues at the local, state, and federal level:

County

- None at this time.

State

- Emergency Operations Plan
 - ESF 18 – Business and Industry

Federal

- Federal Emergency Management Agency
 - National Response Framework
- US Small Business Administration

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Appendix B ESF 18 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 18 – Business and Industry. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

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 18 include:

All Tasked Agencies

- ☐ Develop operational plans for ESF 18 activities.
- ☐ Participate in ESF 18–related trainings and exercises as appropriate.

Business and Economic Development

- ☐ Coordinate regular review and update of the ESF 18 annex with supporting agencies.
- ☐ Facilitate collaborative planning to ensure County capability to support ESF18 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.

Board of County Commissioners

- ☐ 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.

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- 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.

Response

Response activities take place during an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 18 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 18 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.

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.

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 18 include:

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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.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and 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 18 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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Appendix C ESF 18 Representative Checklist**Activation and Initial Actions**

- ☐ Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
- ☐ Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms
- ☐ Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
- ☐ Equip your work station with necessary equipment and supplies and test functionality of all equipment
- ☐ Obtain situation report(s), EOC Action Plan, and/or receive briefings from EOC and/or field personnel

Initial Operational Periods

- ☐ Obtain a briefing from the person you are replacing.
- ☐ Attend meetings and briefings, as appropriate.
- ☐ Establish and maintain your position log with chronological documentation.
- ☐ Follow procedures for transferring responsibilities to replacements.
- ☐ Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.

Final Operational Periods

- ☐ Complete and submit all required documentation
- ☐ Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
- ☐ Follow check-out procedures.
- ☐ Share lessons learned at After-Action Conferences to contribute to the After-Action Report and inform future activations.

Keys to Success: Information Management

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

- ☐ The EOC information management role for ESF Leads and agency representatives includes:
- ☐ Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- ☐ Serve as a conduit of information to and from agencies.
- ☐ Supply accurate, appropriate, and up-to-date information to the Situation Report.

Keys to Success: Resource Management

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- ☐ Coordinate the contribution of resources from an agency to the response and recovery.
- ☐ Request resources from other sources and agencies.
- ☐ Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.