

EMERGENCY SUPPORT FUNCTION (ESF) #14 ANNEX – CROSS-SECTOR BUSINESS AND INFRASTRUCTURE

State of Indiana

Emergency Operations Plan (EOP)

ESF Annex

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PLANNING AGENCIES

Within each Emergency Support Function (ESF) annex, an agency or organization has been given the designation of primary, supporting, non-governmental or local agency based on their authorities, resources and capabilities. The primary agency identifies the appropriate support agencies that fall under this plan. The primary agency collaborates with each entity to determine whether they have the necessary resources, information and capabilities to perform the required tasks and activities within each phase of emergency management. This includes activations in the State Emergency Operations Center (SEOC) and impacted areas. Though an agency may be listed as a primary agency, it does not control or manage those agencies identified as supporting agencies. The agencies listed below are members of the Whole Community Planning Team for this annex.

PRIMARY AGENCY

Indiana Department of Homeland Security (IDHS)

PRIMARY SUPPORTING STATE AGENCIES

Indiana Department of Financial Institutions (DFI)	Indiana Chamber of Commerce
Indiana Department of Administration (IDOA)	Indiana Department of Health (IDOH)
Indiana Department of Environmental Management (IDEM)	Indiana Economic Development Corporation (IEDC)
Indiana Department of Labor (IDOL)	Indiana Department of Workforce Development (DWD)
Indiana Intelligence Fusion Center (IIFC)	Indiana Department of Insurance (IDOI)
Indiana Department of Natural Resources (DNR)	Indiana Utility Regulatory Commission (IURC)

SUPPORTING FEDERAL AGENCIES

Cybersecurity and Infrastructure Security Agency (CISA)	United States Army Corps of Engineers (USACE)
Small Business Administration (SBA), Indiana District	

SUPPORTING ORGANIZATIONS

Commercial Facilities (Lodging, Retail)	Financial Services (Banks, Credit Unions)
Critical Manufacturing (Machinery, Primary Metals)	Government Facilities (Schools, Polling Places)

PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS

PURPOSE

The purpose of Emergency Support Function #14 (ESF-14) – Cross-Sector Business and Infrastructure, is to support the coordination of cross-sector operations, including stabilization of key supply chains and community lifelines, among infrastructure owners and operators, businesses and their government partners.

Businesses and infrastructure owners and operators have primary responsibility for managing their systems in emergencies and possess unequalled expertise to do so. ESF-14 supports growing efforts to enable collaboration among critical infrastructure sectors and helps coordinate and sequence such operations to mitigate cascading failures and risks. Critical infrastructure sectors currently aligned to another ESF will continue to use that ESF as their primary interface. ESF-14 is the primary interface for unaligned sectors and supports coordination among all sectors.

SCOPE

The state of Indiana and the State Emergency Operations Center (SEOC) recognize fifteen (15) Emergency Support Functions (ESF). This annex focuses on ESF-14, Cross-Sector Business and Infrastructure. The ESF-14 Annex is intended to be utilized in conjunction with the state of Indiana Emergency Operations Plan (EOP).

ESF-14 is complementary to the Sector-Specific Agencies (SSA), integrating and coordinating SSA incident response operations with ESFs and other relevant private-public sector entities. SSAs have critical roles, responsibilities and authorities in partnering with infrastructure owners and operators in their respective sectors, and the federal government enables – where possible – those businesses and infrastructure owners that have the responsibilities, capabilities and resources to stabilize their systems.

ESF-14 primarily focuses on the following critical infrastructure sectors:

- Commercial Facilities
- Critical Manufacturing
- Defense Industrial
- Financial Services
- Government Services
- Information Technology
- Dams

SITUATION

ESF-14 may be needed in any of the five (5) phases of emergency management (prevention, protection, mitigation, response and recovery). ESF-14 will be responsible for implementing internal Standard Operating Procedures (SOPs) and/or Standard Operating Guides (SOGs) and protocols to ensure adequate staffing and administrative support for field operations, as appropriate, and the support of efforts in the SEOC. ESF-14 personnel will support cross-sector operations among

infrastructure owners and operators, businesses and government partners to stabilize community lifelines, as well as any impacted National Critical Functions. Community lifelines rely on businesses, interdependent critical infrastructure sectors and complex supply chains. Disruptions in one sector can rapidly cascade across others, and impact supply chains.

Mission Areas and Core Capabilities

The National Preparedness Goal (NPG) identifies 32 core capabilities that are essential for the execution of the five (5) mission areas of prevention, protection, mitigation, response and recovery. ESF-14 supports the overarching core capabilities of Planning, Operational Coordination and Public Information and Warning which apply to all mission areas. ESF-14 also supports the following core capabilities:

- Infrastructure Systems
- Critical Transportation
- Environmental Response/Health and Safety
- Logistics and Supply Chain Management
- Operational Communications
- Public Health, Healthcare and Emergency Services
- Situational Assessment

Table 1 describes the core capability actions that ESF-14 most directly supports.

Table 1. ESF-14 CORE CAPABILITY ACTIONS

CORE CAPABILITY	ESF #14 – CROSS SECTOR BUS. & INFRASTRUCTURE
PLANNING	Conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational and/or community-based approaches to meet defined objectives.
OPERATIONAL COORDINATION	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
PUBLIC INFORMATION AND WARNING	Deliver coordinated, prompt, reliable and actionable information to the whole community using clear, consistent, accessible and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions taken and the assistance being made available.

<p>INFRASTRUCTURE SYSTEMS</p>	<ul style="list-style-type: none"> • Use risk management principles to identify vulnerabilities in critical infrastructure, such as cross-sector interdependencies and recommends mitigation actions. • Serve as a federal point of contact along with relevant SSAs and ESFs for critical infrastructure sectors and facilitates information sharing with private and public-sector owners and operators through sector-specific Information Sharing and Analysis Centers (ISAC). • Facilitate coordination and collaboration with critical infrastructure sectors through operational constructs outlined in the National Response Framework. • Track and coordinate requests for information and requests for assistance from critical infrastructure owners and operators. • Coordinate with critical infrastructure owners and operators to identify resource requirements for stabilization of community lifelines. • Consult with ESFs, SSAs and critical infrastructure owners and operators to identify and discuss priorities for infrastructure system restoration and assistance and accordingly advises local, state, tribal, territorial, insular area and federal authorities during an incident. • Identify cascading effects of damaged critical infrastructure and potential impacts to other sectors or community lifelines within an affected area or in other regions that rely on connected systems.
<p>CRITICAL TRANSPORTATION</p>	<ul style="list-style-type: none"> • Monitor and report the status of and damage to the transportation system and infrastructure. • Identify temporary alternative transportation solutions to be implemented when primary systems or routes are unavailable or overwhelmed. • Implement appropriate air traffic and airspace management measures. • Coordinate regulatory waivers and exemptions. • Provide longer-term coordination for restoring and recovering affected transportation systems and infrastructure if required.
<p>ENVIRONMENTAL RESPONSE/HEALTH AND SAFETY</p>	<p>In coordination with ESF-8, Public Health and Medical Services; ESF-10, Oil and Hazardous Materials Response; and ESF-11, Agriculture and Natural Resources, assist in assessing and mitigating impacts of a hazardous material release or release of other contaminants to critical infrastructure, businesses, the public and first responders.</p>

LOGISTICS AND SUPPLY CHAIN MANAGEMENT	<ul style="list-style-type: none"> • Analyze risks, hazards and vulnerabilities of cross-sector interdependencies that may disrupt local, regional or national supply chains. • Coordinate with business, industry and critical infrastructure owners and operators to determine resource requirements and how supply chain disruptions affect resource management efforts. • Identify business capabilities and resources that can be leveraged to supplement local, state, tribal, territorial, insular area and Federal government resources in addressing supply chain gaps. • Support partner ESFs securing key supply chain nodes, methods of transport among nodes and materials in transit. • Partner with ESF-6, Mass Care, to assist with food, water and sheltering. • Partner with ESF-7, Logistics, to ensure whole community incident planning and support for timely and efficient delivery of supplies, equipment, services and facilities.
OPERATIONAL COMMUNICATIONS	<ul style="list-style-type: none"> • In support of ESF-2, Communications, assists in identifying cascading impacts to other critical infrastructure systems from disruptions to communications infrastructure and coordinates requests for and offers of assistance from sector owners and operators. • As needed, assist in coordinating with critical infrastructure, private sector and federal partners to ensure communication capabilities are maintained for the emergency services sector and efficiently stabilized for affected populations. • Support critical delivery of alerts and warnings from public safety officials and dissemination of emergency information to the public.
PUBLIC HEALTH, HEALTHCARE AND EMERGENCY SERVICES	<ul style="list-style-type: none"> • Coordinate with ESF-8 to identify interdependencies related to healthcare infrastructure concerns, impacts and stabilization requirements. • Support ESF-8, as necessary, with information sharing to healthcare and public health sector entities. • Identify factors that affect the emergency services sector and disrupt emergency services to impacted communities.
SITUATIONAL ASSESSMENT	<ul style="list-style-type: none"> • Facilitate a shared understanding of interdependencies, impacts and opportunities for incident stabilization. • Enable synchronization of Requests for Information (RFIs), Critical Information Requirements (CIRs) and data sharing.

PLANNING ASSUMPTIONS

- Disruptions to critical infrastructure systems and supply chains will cause cascading impacts in a disaster or emergency.
- Private sector entities are responsible for repair, restoration and security of their property, and first seek reimbursement for disaster losses from insurance or other sources.

- Federal disaster assistance may be available, primarily in the form of low-interest disaster loans from the U.S. Small Business Administration.
- 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 staff, customers/clients and guest safety; sustain business operations and provide continuity of services; and to augment state response operations with pre-identified resources and assets.
- Successful execution of cross-sector operations will depend on continued progress in developing survivable communications systems to facilitate private-public sector communications in catastrophic incidents, tools for shared situational awareness in severely disrupted environments and other initiatives being led by the private sector and their government partners.

CONCEPT OF OPERATIONS

GENERAL CONCEPT

The role of the state of Indiana during emergency response is to supplement local efforts before, during and after a disaster or emergency. Emergency Support Function #14 (ESF-14) shall communicate with critical infrastructure owners and private sector entities to coordinate the deployment of resources to areas impacted by emergencies or disasters, prioritizing assets and functions to manage and support the immediate and long-term needs of the state and local jurisdictions.

ESF-14 shall ensure and promote a common operating picture (COP) through communicating with ESFs, the State Emergency Operations Center (SEOC) Operations Section and private sector partners, as applicable.

SEOC ACTIVATION

During an SEOC activation, ESFs may be activated depending on the incident and activation level. During a disaster response, each ESF representative in the SEOC will remain under the administrative control of their agency head; however, they will function under the supervision of the SEOC Manager. Notification of activation will be made via phone, email and/or text message.

The SEOC is always activated at a Level IV for Daily Operations; however, the activation level will be elevated for planned events, incidents, disasters or other response operations as needed. Activation level details are outlined in the State Emergency Operations Plan (EOP) Base Plan.

DEMOBILIZATION OF THE SEOC

Emergency Support Functions will be demobilized from emergency response as objectives are accomplished and the need for their participation diminishes. During demobilization, it is the responsibility of the ESF primary agency to ensure all paperwork, such as equipment time records, personnel time records, accident reports and mechanical inspections have been completed, are accurate and are submitted to the appropriate SEOC personnel.

OPERATIONAL COORDINATION

ESF-14 coordinates among ESFs, Recovery Support Functions (RSFs) and interagency partners to support private sector and infrastructure owner and operator needs and priorities, in compliance with existing regulatory and authoritative guidelines. The position also handles offers of material goods or technical assistance and capabilities from private sector organizations and recommends how the offers may be accepted and integrated to supplement other response efforts through the Business Emergency Operations Center (BEOC), in conjunction with the Voluntary Agency Liaisons (VAL), the RSFs and ESF-6, Mass Care.

ESF-14 provides an avenue to the state government for information sharing and coordination, including requests for assistance in situations in which private sector organizations do not have a designated

ESF, sector partner or other mechanism for coordination. ESF-14 connects the private sector to operational programs and functions, as needed.

Business Emergency Operations Center (BEOC)

The Indiana Business Emergency Operations Center (BEOC) is maintained by the IDHS Planning Section and is the central hub for public-private sector coordination for disasters and emergency events. The BEOC is an electronic interface that convenes businesses, industries and critical infrastructure sectors not aligned to other ESFs. The interface's primary purpose is to:

- Engage critical business, industry and infrastructure organizations to support disaster response and recovery operations.
- Support state, local, tribal and territorial governments during all five (5) phases of emergency management.
- Operationalize business and industry organizations to support community lifeline stabilization and supply chain resilience.
- Build economic resilience by reducing risks, stabilizing local economies following a disaster and enabling swift economic recovery
- Improve situational awareness and information sharing with businesses and non-governmental organizations.

INTENDED OUTCOMES

ESF-14 provides unique services to enhance response operations. ESF-14 is a platform that engages the private sector, leverages existing resources and capabilities within the affected community and provides analytical capabilities focused on interdependencies. ESF-14 benefits both the private and public sectors during incident response in a variety of ways:

- Community lifelines are stabilized to maximize the number of survivors who have access to essential services and are enabled to do so by businesses that maintain continuity of operations and emergency services.
- Private and public sector operations to stabilize community lifelines and National Critical Functions are effectively synchronized to address interdependencies among lifeline and critical function systems.
- Infrastructure owners and operators, businesses and government agencies work in unison to prevent or mitigate cascading failures across multiple sectors.
- Supply chains and distribution networks both within the affected area and outside the affected area are stabilized to protect public health and safety, restore commercial functions and reduce economic impacts.
- Degradation of critical infrastructure and supply chains that impact the economy are identified, prioritized and addressed through coordination with all response partners.
- Agencies at all levels of government coordinate to eliminate redundant points of contact for businesses during cross-sector operations, minimize the risk of conflicting government guidance on response priorities and channel information through relevant ESFs and Sector-Specific Agencies (SSAs).
- Government and critical infrastructure owners and operators ensure rapid stabilization at national security installations, ensuring those locations have the lifeline services necessary to enable them to support national security interests and functions.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

ORGANIZATION

Emergency Support Function #14 (ESF-14) – Cross-Sector Business and Infrastructure works under the Human Services Group in the Operations Section of the State Emergency Operations Center (SEOC). This position is staffed by the Indiana Department of Homeland Security (IDHS).

Each primary and supporting agency shall maintain internal Standard Operating Procedures (SOPs) and/or Standard Operating Guides (SOGs) or other documents that detail the logistical and administrative priorities deemed necessary to assist in overall state prevention, protection, mitigation, response and recovery operations.

Specific roles and responsibilities of primary and supporting agencies during an incident or event are described below. Tasks include but are not limited to:

ASSIGNMENT OF RESPONSIBILITIES

Primary Agency Responsibilities

- Designate and train personnel to serve as the ESF-14 representative in the SEOC.
- Provide training to essential personnel who may be called upon to work in impacted areas.
- Establish protocols, functions and operational procedures for the administration and operations of the Indiana Business Emergency Operations Center (BEOC), which serves as a central private-public sector coordination mechanism for incidents.
- Conduct cross-sector risk modeling and related analyses in partnership with other Sector-Specific Agencies (SSAs) to develop a comprehensive and accurate critical infrastructure common operating picture.
- Assist in tracking the status of key private sector capacity and capabilities.
- Provide support for developing sector and/or asset restoration plans guidance, including those required to respond and recover from a catastrophic event.
- Promote resiliency, promote protective security and foster/maintain relationships between the state and the private sector.
- Work with critical infrastructure partners to identify information and analytical needs, including cross-jurisdictional and cross-sector issues and work with government partners to address those issues and needs.
- Coordinate and implement emergency-related response and recovery functions, as required, under statutory authority.

Supporting Agency Responsibilities

- Provide data and conduct outreach to the business community—including utilizing local stakeholder networks—to determine disaster damage and resource needs.
- Identify options to help businesses resume operations and to incentivize growth following disasters.

- Provide resource support for managing and procuring offers of material goods or technical assistance and capabilities from private sector organizations.
- Communicate and coordinate with resource partners that support businesses located in impacted areas to obtain first-hand information regarding impacts to the community and provide them with available resources to support recovery.
- Identify new equipment, technologies or capabilities required to prepare for or respond to new or emerging threats and hazards.
- Provide information or intelligence regarding trends and challenges to private sector response and recovery capabilities within the state of Indiana.

SEOC ESF-14 Responsibilities

Please see primary agency responsibilities above and additional responsibilities below:

- Support local, state, tribal and federal governments in their response to incidents by connecting them with the BEOC's network of private sector partners and provides capacity building assistance to the state.
- Facilitate information sharing among key stakeholders, private sector partners, government agencies and ESFs on status of major businesses and industries within an incident area.
- Monitor and report on critical infrastructure impacts.
- Coordinate assessments for critical infrastructure sectors.
- Identify and allocate unique services and resources to enhance response.
- Coordinate with other ESFs and/or FEMA Region 5 Private Sector Liaison Office to address private sector needs and requirements and process offers of assistance during a disaster.
- Share information on the response and recovery process to assist industry partners who have been impacted or are functioning under business continuity plans.
- Provide situation reports through WebEOC as identified in the incident battle rhythm.
- Participate in briefings, as needed.
- Follow the ESF-14 SEOC Just-in-Time Training checklist when arriving at the SEOC.
- Manage the financial aspects of ESF-14.

Cybersecurity and Infrastructure Security Agency (CISA) Responsibilities

In support of ESF-14, the Cybersecurity and Infrastructure Security Agency (CISA) is responsible for:

- Providing real-time threat intelligence on potential or actual cyber and physical threats to critical infrastructure, ensuring that decision-makers are aware of evolving risks.
- Working with sector-specific agencies and industry stakeholders to assess risks and impacts and assist the response and restoration of critical infrastructure services.
- Serving as a bridge between federal, state, local, and private sector partners, facilitating the sharing of critical information related to infrastructure risks, threats, and impacts for cybersecurity and resilience.

Private Sector Responsibilities

The private sector owns or operates most of the state's critical infrastructure. Private sector businesses and critical infrastructure owners and operators are responsible for restoring their systems and typically have the capabilities and resources to begin these response and recovery operations independently. Private sector mutual aid and assistance networks facilitate sharing resources to support these efforts.

EMERGENCY SUPPORT FUNCTION GENERAL TASKS

The following tables are comprised of essential tasks that may need to be completed by Emergency Support Function #14 (ESF-14) in all phases of emergency management. These tasks have been created as a guide to follow for the primary and support agencies of ESF-14. They have been developed as a tool to address potential challenges and unique risks that may be faced during times of emergency and disaster here in Indiana. It will be the responsibility of ESF-14 to ensure the tasks outlined here are accurate and reflect their overall ability to manage, support and deploy resources.

Table 2. ESF-14 PREVENTION TASKS

ESF #14 – PREVENTION TASKS	
TASK #	TASK SUMMARY
1	Initiate a time-sensitive, flexible planning process that builds on existing plans and incorporates real-time ESF-14 intelligence.
2	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports executing core capabilities.
3	Anticipate and identify emerging and/or imminent ESF-14 threats through observation and situational awareness.
4	Continue to monitor changing trends in activity and aggressive behavior at the local, state and national level and adjust prevention tasking as it applies to ESF-14.
5	Establish and maintain partnership structures among protection elements to support networking, planning and coordinating.
6	Share relevant, timely and actionable information and analysis with local authorities through a pre-established reporting system.
7	Identify possible ESF-14 terrorism targets and vulnerabilities. Ensure the security of equipment, facilities and personnel through assessing capabilities and vulnerabilities.
8	Implement, exercise and maintain plans to ensure continuity of operations.

Table 3. ESF-14 PROTECTION TASKS

ESF #14 – PROTECTION TASKS	
TASK #	TASK SUMMARY
1	<p>Develop, validate and maintain Standard Operating Procedures (SOPs) for both routine and emergency operations. Key concerns include but are not limited to:</p> <ul style="list-style-type: none"> • Identification and assessment of equipment, supplies, resources and critical infrastructure. • Alert and activation of personnel for work in the field or an EOC. • Emergency communications and reporting procedures.
2	<p>Develop and conduct training and education programs for ESF-14 personnel. Key training program considerations include, but are not limited to:</p> <ul style="list-style-type: none"> • Assessing equipment, supplies and resources. • Assessing roadways, bridges and other pieces of critical infrastructure following emergencies or disasters. • Training in the field and SEOC during emergency operations. • Training on the use of WebEOC and other applications. • Emergency communications and reporting procedures including the National Incident Management System (NIMS)/Incident Command System (ICS). • Continuity of Operations; Mapping, GIS and other applicable computer applications. • Emergency transportation and evacuation planning.
3	<p>Develop and maintain a roster of essential primary and support agency contacts used in the event of emergency operations. Ensure critical information (address, telephone, cell, etc.) is captured.</p>
4	<p>Develop and maintain a database to collect information on essential resources and equipment.</p>
5	<p>Develop lists of resource needs and work toward eliminating these shortfalls by securing funding, partnerships or other activities.</p>
6	<p>Coordinate mutual aid agreements, memorandums of understanding or contracts with departments, organizations or private entities that may offer rapid deployment of resources or services as they relate to short and long-term emergency transportation needs.</p>
7	<p>Train ESF-14 personnel on standards and specifications for essential equipment related to emergency transportation needs.</p>
8	<p>Train ESF-14 personnel on routine and emergency safety standards for field operations and an EOC.</p>
9	<p>Train ESF-14 personnel on policies and administrative rules that relate directly to ESF-14 and its ability to provide emergency assistance.</p>

Table 4. ESF-14 MITIGATION TASKS

ESF #14 – MITIGATION TASKS	
TASK #	TASK SUMMARY
1	Facilitate identification and access to sources of infrastructure financing that augment existing state and community resources to enhance mitigation efforts.
2	As requested, provide assistance and referrals to businesses interested in developing business loss or disaster mitigation plans.
3	Coordinate participation of local partners on Hazard Mitigation Assessment Teams.
4	Support requests from the Governor concerning mitigation or re-development activities.
5	Document matters that may be needed for inclusion in agency, state or federal briefings, situation reports and action plans.
6	Coordinate assessment and revision of existing mitigation plans, as necessary.

Table 5. ESF-14 RESPONSE TASKS

ESF #14 – RESPONSE TASKS	
TASK #	TASK SUMMARY
1	Track the business and economic preparation and recovery activities of local primary economic, tourism, workforce development organizations and other business support organizations before, during and after the disaster.
2	Communicate risk and vulnerability to business and industry partners. Each agency, organization or association will communicate with its constituent groups.
3	Maintain a roster of support agencies and organizations' emergency coordinators.
4	Assist SEOC planners with developing protection and response priorities and plans for private sector critical lifelines and other economic/business sectors.
5	Facilitate donations from businesses through referral to ESF-6.
6	Provide situation reports and status to SEOC, as required.
7	Communicate with private sector organizations to determine need and/or capabilities to support lifesaving operations.
8	Determine and communicate to ESF-7 needs to help facilitate effective use of private sector resources.

9	Coordinate with local and tribal organizations on private sector damage assessments.
10	Coordinate with private sector partners to determine infrastructure impacts and status of backup resources (generators, fuel).
11	Provide technical assistance, as requested.
12	Coordinate with businesses, industry partners and ESF-10 to identify hazardous material impacts and other damages.
13	Coordinate with ESF-3 and private sector resources and prioritize structural damage assessments for re-occupying buildings.
14	Provide economic damage assessments for impacted areas.
15	Identify a senior representative from the business community to support the SEOC.
16	Identify and prioritize available industry resources.
17	Locate and coordinate the use of available private sector space for mass care activities.
18	Engage grocery chains and other retailers to expedite re-opening/re-supply of stores in impacted areas to support displaced populations.
19	Locate and coordinate private sector space for logistics warehousing activities.
20	Assist ESF-7 in purchasing and coordinating private sector resources.
21	Locate equipment available for loan and coordinate with ESF-7 to track usage and operational condition.
22	Assist ESF-6 with identifying volunteers and donated resources available to meet local, tribal and state needs.
23	Coordinate with ESF-12 on fuel supply status for private sector needs.
24	Initiate protocols for sharing information about capacity and waivers.
25	Coordinate with private sector (retail, manufacturing) for prioritized emergency repairs.
26	Contact vendors and suppliers to determine available private sector resources.
27	Contact and alert private sector partners whose personnel or equipment are needed.
28	Coordinate with local jurisdictions on private sector resource needs.
29	Document incident related private industry donations, loans, personnel time and related communications.
30	Identify private sector needs and forecast shortfalls to develop contingency plans.
31	Coordinate response with private sector businesses, industry associations, economic development associations and other entities.

32	Gather and maintain situational awareness of critical local retailers open for business to support community re-entry.
33	Coordinate with ESF-7 to relay repair and restoration requests from private partners.
34	Support and coordinate with local, tribal and private sector repair crews.
35	Coordinate with private sector/vendors to support permanent restoration of state and local emergency communications capabilities.
36	Assess and report status of retail and business operations within Indiana and communicate needs to FEMA.
37	Coordinate with ESF-6 to dispatch available, trained volunteers to disaster area to assist business owners, if requested by the SEOC.
38	Track and analyze the operating status of local and regional businesses.
39	Track and analyze supply chain status (pharmaceuticals, food and water and chemicals).
40	Coordinate with partners to establish structural and operational re-entry standards for private sector facilities.

Table 6. ESF-14 RECOVERY TASKS

ESF #14 – RECOVERY TASKS	
TASK #	TASK SUMMARY
1	Provide information to SEOC Situation Unit as reports of private sector damage are received.
2	Coordinate with the Indiana Department of Insurance (IDOI) who will monitor the deployment/activities of insurance claims adjusters.
3	Coordinate assessments of general business impact (in terms of physical damage, employment, lost revenues, lost customers, etc.) working with locally based economic development, tourism, workforce development and other business support agencies and organizations.
4	Coordinate with state, regional and local agencies and organizations, to compile estimates of physical damage to local business communities necessary to determine the need to request activation of various economic recovery programs.
5	Assist SEOC planners with restoration and recovery priorities and plans for private sector critical lifelines and other economic and business sectors.
6	Assist IDHS Recovery staff in developing business and industry recovery priorities, plans and strategies.
7	Coordinate with private sector (retail, manufacturing) for prioritized emergency repairs.

8	Coordinate with ESF-7 to relay repair and restoration requests from private partners.
9	Support and coordinate with local, tribal and private sector repair crews.
10	Assess and report status of retail and business operations in Indiana and communicate needs to FEMA.
11	Coordinate private and government sector recovery efforts.
12	Coordinate economic recovery planning efforts with local, tribal, nonprofit, private sector and state and federal organizations.
13	Coordinate with private sector/vendors to support permanent restoration of local, tribal and state emergency communications capabilities.
14	Coordinate business recovery loan assistance information.
15	Request feedback from ESF partners and adapt procedures to streamline processes
16	Solicit feedback from private sector organizations and adapt procedures to streamline processes.
17	Coordinate long-term recovery efforts with private sector organizations

COMMUNITY LIFELINES



Indiana has adopted the Federal Emergency Management Agency's (FEMA) eight (8) community lifelines into prevention, protection, mitigation, response and recovery activities. Lifelines are services that enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security.

Table 7. COMMUNITY LIFELINES AND SUBCOMPONENTS

COMMUNITY LIFELINE COMPONENTS AND SUB-COMPONENTS		
Multiple components establish the parameters of and key assessment elements for each of the lifelines; component-level analysis is required to determine if each lifeline is stable		
SAFETY AND SECURITY	FOOD, HYDRATION, SHELTER	HEALTH AND MEDICAL
<ul style="list-style-type: none"> ▪ Law Enforcement / Security ▪ Fire Services ▪ Search and Rescue ▪ Government Service ▪ Community Safety 	<ul style="list-style-type: none"> ▪ Food ▪ Drinking Water ▪ Shelter ▪ Agriculture 	<ul style="list-style-type: none"> ▪ Medical Care ▪ Public Health ▪ Patient Movement ▪ Fatality Management ▪ Medical Supply Chain
ENERGY	COMMUNICATIONS	TRANSPORTATION
<ul style="list-style-type: none"> ▪ Power (Grid) ▪ Fuel ▪ Pipeline 	<ul style="list-style-type: none"> ▪ Infrastructure ▪ Responder Communications ▪ Alerts, Warnings, Messages ▪ Financial Services ▪ 911 & Dispatch 	<ul style="list-style-type: none"> ▪ Highway / Roadway Motor Vehicle ▪ Mass Transit ▪ Railway ▪ Aviation ▪ Maritime
HAZARDOUS MATERIAL		WATER SYSTEMS
<ul style="list-style-type: none"> ▪ Facilities ▪ Hazardous Debris ▪ Pollutants ▪ Contaminants 		<ul style="list-style-type: none"> ▪ Potable Water Infrastructure ▪ Wastewater Management

LIFELINE AND ESF OBJECTIVES AND TASKS TIMELINE

Table 8. ESF-14 GENERAL TASKS

OBJECTIVE	SUPPORT NEEDED FROM	MISSION-ESSENTIAL TASKS
TIMELINE: 0 – 24 HOURS		
To activate plans and assess initial resources within 6 – 12 hours.	— —	Poll ESF staff to see who can report.
	— —	Deploy ESF-14 representative to the SEOC, if requested.
	— —	Activate the Business Emergency Operations Center.
	— —	Provide situational information to the SEOC.
	Private Sector	Communicate with private sector organizations to determine needs and/or capabilities to support lifesaving operations.
TIMELINE: 24 – 72 HOURS		
To continue maintaining the COP and contributing to the IAP.	— —	Continue providing situational information to the SEOC.
	— —	Identify a means to gather essential elements of information from the affected areas.
	— —	Monitor and maintain the Business Emergency Operations Center.
	Private Sector and County EMA	Communicate damage assessment findings to SEOC for situational awareness and planning.
TIMELINE: BEYOND 72 HOURS		
To continue maintaining the COP and contributing to the IAP.	— —	Continue providing situational information to the SEOC.
	Private Sector	Coordinate with private sector/vendors to support permanent restoration of state and local emergency communications capabilities

INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

Emergency Support Function #14 (ESF-14) – Cross-Sector Business and Infrastructure supports deliberate information gathering by identifying critical nodes among infrastructure sectors, assessing the National Critical Functions and supply chains and providing a sector-specific impact analysis. This is accomplished through analyzing community lifelines and identifying emerging critical nodes and options for emergency service restoration, in support of and in coordination with, ESFs and Sector-Specific Agencies (SSAs).

ESF-14 aggregates information from all private sector and critical infrastructure partners, assesses cross-sector challenges, identifies cross-sector interdependencies and relays information to the Planning Section Chief to inform decisions about prioritizing response efforts and developing the Incident Action Plan (IAP).

In collaboration with other ESFs, ESF-14 engages the Recovery Support Functions (RSFs) and SSAs to enable information sharing between the public and private sectors and to help ensure partner organizations have the information required to make informed incident-related decisions to promote resilient recovery.

ESF-14 collaborates with ESF-15, External Affairs, to share vital information about the status of critical infrastructure and commerce, response activities and persistent vulnerabilities to foster shared situational awareness with internal and external partners, as well as the public.

APPENDIX A – REFERENCES, RELATED PLANS AND PROCEDURES

REFERENCES

- [FEMA's ESF #14 – Cross-Sector Business and Infrastructure Annex, 2019](#)

RELATED PLANS

- Dam Safety Manual, 2015
- Emergency Fuel Plan, 2018
- Energy Security Plan, 2023
- Indiana Department of Environmental Management Water/Wastewater Plan, 2015
- Indiana's Water Shortage Implementation Guide, 2023
- State of Indiana Emergency Operations Plan (EOP), 2025

STANDARD OPERATING PROCEDURES AND GUIDES

- SEOC Just-in-Time Training Checklist- ESF #14

APPENDIX B – ACRONYMS

ACRONYM	FULL DESCRIPTION
BEOC	Business Emergency Operations Center
CIR	Critical Information Requirement
CISA	Cybersecurity and Infrastructure Security Agency
COP	Common Operating Picture
DFI	Indiana Department of Financial Institutions
DNR	Department of Natural Resources
DWD	Indiana Department of Workforce Development
EMA	Emergency Management Agency
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
IAP	Incident Action Plan
ICS	Incident Command System
IDEM	Indiana Department of Environmental Management
IDHS	Indiana Department of Homeland Security
IDOA	Indiana Department of Administration
IDOH	Indiana Department of Health
IDOI	Indiana Department of Insurance
IDOL	Indiana Department of Labor
IEDC	Indiana Economic Development Corporation
IIFC	Indiana Intelligence Fusion Center
ISAC	Information Sharing and Analysis Center
IURC	Indiana Utility Regulatory Commission

NIMS	National Incident Management System
NPG	National Preparedness Goal
RFI	Request for Information
RSF	Recovery Support Function
SBA	United States Small Business Administration
SEOC	State Emergency Operations Center
SOG	Standard Operating Guide
SOP	Standard Operating Procedure
SSA	Sector-Specific Agency
USACE	United States Army Corps of Engineers
VAL	Voluntary Agency Liaison
WebEOC	Web Emergency Operations Center