

# MISSISSIPPI COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP)

## ESF #14 Cross-Sector Business and Infrastructure Annex

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### Coordinating Agency

Mississippi Emergency Management Agency (MEMA)

### Support Agencies

Mississippi Department of Transportation (MDOT)  
Mississippi Wireless Communications Commission (WCC)  
Mississippi Department of Information Technology Services (ITS)  
Mississippi Public Service Commission (MPSC)  
Mississippi Insurance Department (MID)  
Mississippi Development Authority (MDA)  
Mississippi Voluntary Organizations Active in Disasters (MSVOAD)  
Mississippi Commission for Volunteer Service (MCVS)  
Mississippi State Department of Health (MSDH)  
Mississippi Department of Environmental Quality (MDEQ)  
Mississippi Department of Agriculture and Commerce (MDAC)  
Mississippi Public Utility Staff (MPUS)  
Mississippi Department of Public Safety (MDPS)  
Mississippi Office of Homeland Security (MOHS)

### Federal Coordinating Agency

Department of Homeland Security (DHS)  
Cybersecurity and Infrastructure Security Agency (CISA)

### Federal Support Agencies

Department of Agriculture (USDA)  
Department of Commerce (DOC)  
Department of Defense (DOD)  
Department of Energy (DOE)  
Department of Homeland Security (DHS)  
Department of Health and Human Services (HHS)  
Department of Housing and Urban Development (HUD)  
Department of Labor (DOL)  
Department of State (DOS)  
Department of Transportation (DOT)

**Federal Support Agencies cont.**

Department of the Treasury (USDT)  
Environmental Protection Agency (EPA)  
General Service Administration (GSA)  
Small Business Administration (SBA)  
U.S. Army Corps of Engineers (USACE)

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# MISSISSIPPI COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP)

## ESF #14 Cross-Sector Business and Infrastructure Annex

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**1. INTRODUCTION.** This Annex provides structures for implementing state-level policy and operational coordination. It can be partially or fully implemented, anticipating a significant event or response to an incident. The selective implementation allows for a scaled response, delivery of the needed resources, and coordination appropriate to the incident.

**a. Purpose.** Emergency Support Function (ESF) #14 describes how the state will partner with businesses and industry to coordinate actions that provide immediate and short-term assistance for business, industry, and economic stabilization needs. ESF #14 will also identify business and industry resources to support emergency response and recovery activities.

The success of this effort requires the coordination, pooling, and networking of available and obtainable resources provided by state agencies, local government entities, voluntary organizations, and the private sector.

The term “obtainable” means other necessary resources that must be acquired through contract, lease, purchase, mutual aid agreements, or otherwise from outside the inventory or control of participating agencies. These resources may include facilities, personnel, equipment, materials, supplies, consulting services, easements, rights-of-way, technical assistance, or others.

**b. Scope.** 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 mechanisms for coordination. ESF #14 connects the private sector to operational programs and functions as needed. It does not duplicate or undermine the coordination mechanisms among other ESFs and their respective sector partners; instead, ESF #14 facilitates cross-sector integration and includes sectors and industries not otherwise represented by the other ESFs.

The four primary activities encompassed within the scope of ESF #14 include:

(1) Coordinate with business and industry partners to facilitate private sector support to response and recovery operations;

(2) Identify immediate and short-term recovery assistance to business and industry partners;

(3) Facilitate communication between business and industry partners and the local, tribal, and state emergency management organizations;

- (4) Assist with economic damage assessments for impacted areas.

ESF #14 does not address efforts to support business and industry partners in continuity planning efforts managed through ongoing preparedness activities. ESF #14 also does not address protection and prevention activities for critical infrastructure and key resources (CIKR).

**c. 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. These activities support other existing federal and state procedures. ESF #14 will benefit both the private and public sectors during the incident response in a variety of ways:

- (1) Community lifelines are stabilized to maximize the number of survivors who have access to essential services and are enabled by businesses that maintain continuity of operations and emergency services.

- (2) Private and public sector operations are effectively synchronized to stabilize community lifelines to address interdependencies among lifeline and critical function systems.

- (3) Infrastructure owners, operators, businesses, and government agencies work together to prevent or mitigate cascading failures across multiple sectors.

- (4) Supply chains and distribution networks within and outside the affected area are stabilized to protect public health and safety, restore commercial functions, and reduce economic impacts.

- (5) Degradation of critical infrastructure and supply chains that impact national security and the national economy are identified, prioritized, and addressed through coordination with all response partners.

- (6) 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).

- (7) Government and critical infrastructure owners and operators ensure rapid stabilization at national security installations, ensuring those locations have the lifeline services necessary to support national security interests and functions.

**2. RELATIONSHIP TO THE WHOLE COMMUNITY.** The private sector plays a leading role in designing and executing the coordination functions and other priorities of private-public

collaboration under ESF #14. The multi-sector nature of ESF #14 presents unique opportunities for whole-community integration.

**a. Local, State, and Tribal Governments.** Under ESF #14, cross-sector operations follow the principle that incident response is locally executed, state-managed, and federally supported. Local, state, and tribal governments typically have close collaborative relationships with critical infrastructure in their jurisdictions, such as public and privately operated utilities. Increasingly, businesses and critical infrastructure sectors essential for maintaining and stabilizing community lifelines are represented at the government's fusion centers and Emergency Operations Centers (EOC), providing situational awareness to homeland security and emergency management officials. These collaborative relationships provide the foundation for coordinating cross-sector operations and enabling readiness through multi-sector planning and exercises that are supported, as appropriate, by federal and state agencies.

At the local, state, and tribal levels, information sharing and requests for assistance from the private sector are typically reviewed by impacted jurisdictions or within multiagency coordination centers, such as EOCs. Government partners should collaborate with private sector partners to collect, assess, prioritize, and support private sector requirements consistent with applicable laws and regulations and with ESF #14 staff involvement, as needed. If local and state support assets are inadequate for meeting requests for assistance to stabilize community lifelines, states will forward requests to the federal government, consistent with the National Response Framework (NRF) and other sources of guidance.

Information received is reported to government coordinating agencies, including ESF #14, to disseminate, in coordination with ESF #15, to local, state, and tribal government stakeholders. This information sharing provides situational awareness to emergency management officials about the impact of disasters on the private sector and critical infrastructure. ESF #14 staff also provide analytical support to local, state, and tribal governments and their private sector partners to identify risks of cascading failures and critical nodes to stabilize before and during incidents.

**b. Private Sector/Non-Governmental Organizations.** The private sector includes for-profit and nonprofit organizations, formal and informal structures, commerce, and industries that comprise the national economy and are not part of a government structure. Non-Governmental Organizations (NGOs) are a distinct category of organizations within the private sector. They can include voluntary, ethnic, faith-based, veteran, disability, relief agencies, and animal welfare organizations.

Infrastructure owners and operators are developing plans and coordination mechanisms for voluntary, prioritized, cross-sector support. Businesses and utilities (private and public) collaborate with companies that offer supplies and services critical to their emergency operations.

They develop plans to help those supply chains function in severe incidents. Many such initiatives include participation by relevant SSAs and other government entities. Together, these advances provide rapidly expanding opportunities for coordination within the private sector and offer an essential foundation for private-public coordination under ESF #14.

ESF #14 serves as a point of contact during cross-sector operations for owners and operators that are not already engaged with a sector-specific ESF and minimizes the risk of conflicting government guidance on response priorities. In collaboration with agencies at all levels of government—including SSAs, other ESFs, and regulators—ESF #14 provides businesses, NGOs, and infrastructure owners and operators with an integrated “touch-point” to:

(1) Support private sector and cross-sector response operations consistent with the NRF, applicable laws, and other sources of guidance.

(2) Integrate analysis of requests for state and federal assistance to prevent cascading failures and assess the value of providing such assistance to ensure better-sustained stabilization of community lifelines and National Critical Functions.

(3) Obtain critical information to decide employee safety and business continuity (e.g., road closures, debris clearance, infrastructure status, etc.).

(4) Coordinate and share resources to support the response and recovery missions in large disasters.

**3. CORE CAPABILITIES AND ACTIONS.** The successful execution of cross-sector operations depends overwhelmingly on the resources possessed by infrastructure owners and operators and other commercial elements. Government agencies can support these partners by providing analytic products, conducting more traditional missions such as road clearing and debris removal, and through other means such as regulatory relief and synchronizing operational priorities. Ultimately, private companies and public utilities are responsible for identifying the capabilities needed to stabilize their systems and their primary responsibility for conducting emergency operations when incidents occur.

ESF #14 also provides important opportunities for integrating and aligning public and private sector efforts to identify priorities for developing improved capabilities that support cross-sector operations. For example, as part of a broader attack on U.S. critical infrastructure, adversaries may seek to disrupt communications systems businesses and government agencies typically use to communicate with each other. Successful execution of cross-sector operations will depend on continued progress in developing survivable communications systems to facilitate public-private sector communications in catastrophic incidents, tools for shared situational awareness in severely disrupted environments, and other initiatives led by the private sector and their government



partners. ESF #14 enables these collaborative efforts to fit within a broader, prioritized framework for identifying required capabilities.

This section outlines the ESF roles aligned to core capabilities. The following table lists the response core capabilities ESF #14 most directly supports and the related ESF #14 actions. Though not listed in the table, all ESFs, including ESF #14, support the following core capabilities: Planning, Operational Coordination, and Public Information and Warning.

Core Capability	ESF #14 – Cross-Sector Business and Infrastructure
<p><b>Infrastructure Systems</b></p>	<ul style="list-style-type: none"> <li>• Uses risk management principles to identify vulnerabilities in critical infrastructure, such as cross-sector interdependencies, and recommends mitigation actions.</li> <li>• Serves as a state point of contact and 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).</li> <li>• Facilitates coordination and collaboration with critical infrastructure sectors through operational constructs outlined in the NRF.</li> <li>• Tracks and coordinates requests for information and requests for assistance from critical infrastructure owners and operators.</li> <li>• Coordinates with critical infrastructure owners and operators to identify resource requirements for stabilizing community lifelines, including those required to respond to and recover from a catastrophic event.</li> <li>• Consults with other ESFs, SSAs, and critical infrastructure owners and operators to identify and discuss infrastructure system restoration and assistance priorities and advise local, state, tribal, territorial, insular area, and federal authorities during an incident.</li> <li>• Identifies cross-sector interdependencies and conducts assessments to inform stabilization efforts.</li> <li>• Identifies cascading effects of damaged critical infrastructure and potential impacts on other sectors or community lifelines within an affected area or other regions that rely on connected systems.</li> </ul>

Core Capability	ESF #14 – Cross-Sector Business and Infrastructure
<p><b>Logistics and Supply Chain Management</b></p>	<ul style="list-style-type: none"> <li>• Analyzes risks, hazards, and vulnerabilities of cross-sector interdependencies that may disrupt local, regional, or national supply chains.</li> <li>• Coordinates with business, industry, and critical infrastructure owners and operators to determine resource requirements and how supply chain disruptions affect resource management efforts.</li> <li>• Identifies 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.</li> <li>• Supports partner ESFs securing key supply chain nodes, methods of transport among nodes, and materials in transit.</li> <li>• Partner with ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services to assist with food, water, and sheltering.</li> <li>• Partners with ESF #7 – Logistics to ensure whole community incident planning and support timely and efficient delivery of supplies, equipment, services, and facilities.</li> </ul>
<p><b>Critical Transportation</b></p>	<ul style="list-style-type: none"> <li>• Partner with ESF #1 – Transportation to support engagement efforts with transportation sector businesses, infrastructure owners, and operators.</li> <li>• Coordinates with ESF #1, the Transportation Sector SSAs, and owner-operators to determine FEMA-eligible requests for assistance and ensure that the needs of first responders and the critical lifeline sectors are considered when developing emergency or alternative transportation routes.</li> </ul>
<p><b>Environmental Response/Health Safety</b></p>	<ul style="list-style-type: none"> <li>• In coordination with ESF #8 – Public Health and Medical Services, ESF #10 – Oil and Hazardous Materials Response, and ESF #11 – Animals, Agriculture, and Natural Resources, assists in assessing and mitigating impacts of a hazardous material release or release of other contaminants to critical infrastructure, businesses, the public, and first responders.</li> </ul>

Core Capability	ESF #14 – Cross-Sector Business and Infrastructure
<p><b>Operational Communications</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• As needed, assists 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.</li> <li>• Delivers essential updates on response actions, resource requirements, and critical decision-making insights tailored for dissemination to private sector partners through a newsletter as required throughout the response. Supports critical delivery of alerts and warnings from public safety officials and disseminates emergency information to the public.</li> </ul>
<p><b>Public Health, Healthcare, and Emergency Medical Services</b></p>	<ul style="list-style-type: none"> <li>• Coordinates with ESF #8 to identify interdependencies related to healthcare infrastructure concerns, impacts, and stabilization requirements.</li> <li>• Supports ESF #8, as necessary, with information sharing to healthcare and public health sector entities.</li> <li>• Identifies factors that affect the emergency services sector and disrupt emergency services to impacted communities.</li> </ul>
<p><b>Planning</b></p>	<ul style="list-style-type: none"> <li>• Supports ESF #5 – Information and Planning in developing common, consistent, and coordinated incident priorities and objectives within each operational period to achieve incident stabilization.</li> <li>• Shapes deliberate concepts of operations, objectives, and opportunities to establish public-private partnerships that meet the needs of survivors.</li> </ul>
<p><b>Situational Assessment</b></p>	<ul style="list-style-type: none"> <li>• Facilitates a shared understanding of interdependencies, impacts, and opportunities for incident stabilization.</li> <li>• Enables synchronization of Requests for Information (RFIs), Critical Information Requirements (CIRs), and data sharing.</li> </ul>

#### **4. CONCEPT OF OPERATIONS.**

##### **a. Assumptions.**

(1) Existing state telecommunications infrastructure will provide the primary means for state government communications.

(2) Primary agencies and support agencies will perform tasks under their authority, as applicable, in addition to missions received under the authority of the Mississippi Emergency Management Agency (MEMA).

(3) Most emergencies and disasters involve damage to property to some extent. Roads, bridges, public utility systems, public and private buildings, homes, and other facilities must be inspected, cleared for use, reinforced, quarantined, or demolished to ensure safety.

(4) Private sector entities are responsible for repairing, restoring, and securing their property and often seek to rebuild before seeking reimbursement for disaster losses from insurance and other sources.

(5) Federal disaster assistance may be available, primarily in low-interest disaster loans from the U.S. Small Business Administration.

(6) Impacted businesses and commercial property will likely utilize government assistance to remove debris and assess the damage.

(7) Private sector entities will be better able to prepare for disasters and emergencies through open lines of communication with the government and by training personnel in emergency preparedness and response.

(8) Private sector involvement with local, state, and tribal emergency management organizations will be determined by the nature, scope, and magnitude of the damages.

(9) Before requesting Emergency Management Assistance Compact (EMAC) or federal assets, all available local, private, semi-private, and state resources will be deployed through SMAC to the maximum extent possible.

(10) State or federal assistance may be required to identify and deploy resources from outside the affected area to ensure a timely, efficient, and effective response and recovery.

(11) Numerous governmental and non-governmental volunteering entities may mobilize personnel, supplies, and equipment to affected areas without coordination or communication with the State Emergency Operations Center (SEOC) or deployed elements.

**b. General Concepts.**

(1) MEMA will keep all responsible agencies informed of impending conditions (infrastructure networks, weather, hazardous materials, or other events) that would cause them to assume a readiness posture, activate the SEOC, and possibly deploy to a forward area of operation or other activity.

(2) When ESF #14 is activated, ESF #5 and other appropriate support ESFs will be activated to support the event. ESF #14 will continually assess and develop action plans for ESF #5 to ensure all supporting agencies function appropriately and in a coordinated manner.

(3) MEMA will maintain liaison and coordinate, manage, and report on activities of local, state, tribal, federal, and private-sector stakeholders related to business capabilities, critical supply lines, critical infrastructure, etc.

MEMA will provide public information to evacuees through the SEOC Joint Information Center (JIC), Mississippi Public Broadcasting (MPB), and commercial broadcast media.

**5. ORGANIZATION.**

**a. State Emergency Operations Center.** In an incident or a major declared state emergency, the MEMA ESF #14 ECO and staff will support the SEOC virtually or take up positions at the SEOC, situationally dependent. A current list of agency emergency notifications is maintained at the SEOC. ESF #14 is generally independent, working closely with the SEOC Command, Sections, and Branches.

**b. SEOC Emergency Point of Contact.** The MEMA State Warning Point (SWP) within the SEOC operates 24/7/365. Emergency Telecommunicators and an Operations Section Watch Officer man the SWP. Emergency contact info is as follows:

**(1) SWP Emergency Telecommunicator(s):**

**(a) Phone:** (601) 933-6876, 6877, 6878, or (800) 222-6362

**(b) E-mail:** [commo1@mema.ms.gov](mailto:commo1@mema.ms.gov), [commo2@mema.ms.gov](mailto:commo2@mema.ms.gov), or [commo3@mema.ms.gov](mailto:commo3@mema.ms.gov)

**(2) Operations Section Watch Officer:**

**(a) Phone:** (601) 933-6671 or (800) 222-6362

**(b) E-mail:** [watchdesk@mema.ms.gov](mailto:watchdesk@mema.ms.gov)

**c. SEOC Sections.** The SEOC maintains the four standard Incident Command System (ICS) sections:

**(1) Operations Section.** The Operations Section establishes strategy (approach methodology, etc.) and specific tactics/actions to accomplish the goals and objectives set by Command. Operations coordinates and executes strategy and tactics to achieve response objectives.

**(2) Planning Section.** The Planning Section coordinates support activities for incident planning and contingency, long-range, and demobilization planning. Planning supports Command and Operations in processing incident information and coordinates information activities across the response system.

**(3) Logistics Section.** The Logistics Section supports Command and Operations with personnel, supplies, and equipment. Performs technical activities required to maintain the function of operational facilities and processes.

**(4) Finance and Administration Section.** The Finance and Administration Section supports Command and Operations with administrative actions and tracks and processes incident expenses. This includes but is not limited to licensure requirements, regulatory compliance, and financial accounting.

See the SEOC Operations Section Chief (OSC), Watch Officer, or an SEOC Branch Director for a roster of incident-assigned Section Chiefs.

**d. SEOC Branches.** The SEOC maintains three branches within the Operations Section, Infrastructure, Emergency Services, and Human Services, each led by a Branch Director. The Branch Director positions are staffed full-time by MEMA Emergency Management Specialists. The Branch Directors coordinate the activities of all sixteen ESFs and support entities and are the first line of support for assigned ECOs. The Branch Directors monitor and oversee branch administrative and incident activities, WebEOC actions, Situation Rooms (SITRoom) updates, branch adherence to timelines and requirements, support ECOs with incident coordination, and conduct SEOC staff briefings as needed.

(1) Infrastructure Branch Director desk contact information: Phone (601) 933-6737, e-mail: [infrastructure@mema.ms.gov](mailto:infrastructure@mema.ms.gov);

(2) Emergency Services Branch Director contact information: Phone (601) 933-6753, e-mail: [emergencyservices@mema.ms.gov](mailto:emergencyservices@mema.ms.gov);

(3) Human Services Branch Director contact information: Phone (601) 933-6764, e-mail: [humanservices@mema.ms.gov](mailto:humanservices@mema.ms.gov).

**e. Joint Information Center.** The MEMA Joint Information Center (JIC) coordinates critical emergency information, crisis communications, and public affairs functions. The JIC is the central point of contact for all agency PIOs and news media.

For more information on the JIC or to contact the JIC Director, e-mail [memainfo@mema.ms.gov](mailto:memainfo@mema.ms.gov) or go to the dedicated JIC SITRoom listed below in section 6.f.

**f. SEOC Situation Rooms.** MEMA developed the Homeland Security Information Network (HSIN) SITRooms to provide stakeholders with a virtual EOC platform during normal operations or incidents. The SITRooms provide excellent situational awareness for both SEOC and non-SEOC participants. The SITRooms have individual pods with attendee lists, chat capability, incident priorities and objectives, operational schedule and meeting times (battle rhythm), downloadable documents and maps, useful links, and video capability.

The event SITRooms utilized by the SEOC for a given event will use one of the following URLs:

<https://share.dhs.gov/msema> (Daily SITRoom: Level IV Normal Operations)

<https://share.dhs.gov/mema-incident> (General Incident SITRoom)

<https://share.dhs.gov/mema-incident1> (Severe Weather/Flooding SITRoom)

<https://share.dhs.gov/mema-incident2> (Hurricane/Tropical Storm SITRoom)

<https://share.dhs.gov/mema-incident3> (Other Emergency/Earthquake SITRoom)

<https://share.dhs.gov/mema-uas> (Unmanned Aerial Systems [UAS] SITRoom)

<https://share.dhs.gov/mrp> (Radiological SITRoom)

<https://share.dhs.gov/jicroom> (JIC SITRoom)

<https://share.dhs.gov/ms-emas> (EMAC SITRoom)

<https://share.dhs.gov/msbeoc/> (MSBEOC SITRoom)

Many of the above-listed SITRoom may not be active during “blue-sky” or non-event periods. The active SITRooms will be published via mass notification before or during an event/incident.

**g. Administrative and Logistical Support.** All participating ESF #14 agencies are expected to:

(1) Coordinate their support with the ESF #14 coordinator.

(2) Locate, identify, and set up their operational work areas and maintain logistical support.

(3) Maintain active accounts and have a working knowledge of WebEOC, SEOC HSIN SITRooms, and Crisis Track.

(4) Attend and support briefings and other coordination meetings at the SEOC, via telecommunications (HSIN SITRoom, ZOOM, or Microsoft Teams), or elsewhere.

(5) Maintain operational logs, messages, requests, and other appropriate documentation for future reference.

(6) Maintain maps, displays, status reports, and other information not included in the ESF #5 operations.

(7) Update the SEOC OSC on changes to the ESF #14 ECO Roster.

**6. RESPONSIBILITIES AND ACTIONS.** This section outlines the responsibilities of ESF #14 partners, providing both a doctrinal look at the federal activities and state agency-specific requirements:

**a. Assessment, Analysis, and Situational Awareness.**

(1) Supports deliberate planning by identifying critical nodes among infrastructure sectors, assessing potential single points of failure in National Critical Functions and supply chains, and providing analysis to support integrated cross-sector response planning by infrastructure owners and operators and local, state, tribal, and territorial government partners.



(2) Analyzes the requirements for stabilizing lifelines and restoring critical supply chains and uses modeling and simulation capabilities to identify emerging critical nodes and options for emergency service restoration in support of, and in coordination with, ESFs and SSAs.

(3) Aggregates information, assesses cross-sector challenges, identifies cross-sector interdependencies, and disseminates analysis products. These assessments inform decisions about sequencing response efforts to stabilize community lifelines, mitigating cascading impacts, and meeting survivor needs in collaboration with other ESFs and SSAs.

(4) Serves as the interface with businesses, industries, and critical infrastructure sectors not aligned to other ESFs.

(5) In coordination with other ESFs and SSAs, collect data to provide essential elements of information and critical information requirements identified by ESF #5 (Information and Planning) regarding infrastructure status, impacts, factors limiting commercial exchange, and other economic drivers for the incident and nationally.

In collaboration with other ESFs, engages National Disaster Recovery Framework Recovery Support Functions (RSF) #6 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 (e.g., fusion centers and Business Emergency Operations Centers [BEOC]).

(6) Collaborates with government coordinating structures, including ESFs and RSFs, to share vital information about critical infrastructure and commerce status, response activities, and persistent vulnerabilities with national- and regional-level partners to foster shared situational awareness.

(7) A bi-monthly newsletter is published as a standard practice to communicate with private sector partners. During response to incidents, the frequency of newsletter publication will be increased to ensure timely updates and information sharing.

**b. Operational Coordination.**

(1) Coordinates among ESFs and interagency partners to support the private sector and infrastructure owner and operator needs and priorities in compliance with existing regulatory and authoritative guidelines.

(2) Channels offers of material goods or technical assistance and capabilities from private sector organizations and recommend how the offers may be accepted and integrated to supplement

other response efforts through the Mississippi Business Emergency Operations Center (MSBEOC), in conjunction with the Voluntary Agency Liaisons and ESF #6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services.

(3) Coordinates with the respective lead agency, ESF, or field elements to integrate potential industry solutions into response operations and align public sector support with private sector business continuity, corporate response (including philanthropic programs), and critical infrastructure restoration activities.

(4) Coordinates with the RSFs, infrastructure owners, and operators to prioritize short- and long-term recovery activities.

**c. Coordinating Agency.** As the Coordinating Agency for ESF #14, MEMA is responsible for, but not limited to, the following:

**(1) Preparedness.**

(a) Provide a list of MEMA Emergency Coordination staff to carry out the Comprehensive Emergency Management Plan (CEMP) and ESF #14 Cross-Sector Business and Infrastructure Annex virtually or at the SEOC.

(b) In conjunction with the SEOC and other support agencies, develop and maintain a Standard Operating Procedure (SOP) for this ESF #14 Cross-Sector Business and Infrastructure Annex.

(c) Maintain access to all SEOC personnel, systems, and documentation, including but not limited to the Branch Directors, WebEOC, HSIN SITRooms, Crisis Track, CEMP and associated Annexes and Appendices, the MEMA Response Framework, and all SEOC policies and procedures.

(d) Ensure all agencies with ESF #14 responsibility have Standard Operating Procedures (SOPs) in place to enable them to perform appropriate levels of mitigation, preparedness, response, and recovery related to the event. Agencies will have completed mitigation and preparedness activities before the initiating event.

(e) Establish protocols, functions, and operational procedures for the MSBEOC, which serves as a central public-private sector coordination mechanism for the incident.

(f) Works with local, regional, and national critical infrastructure partners to characterize sector-wide risks, addresses high-risk interdependencies across all sectors, and helps response organizations prioritize risk management activities at the asset and sector level.

(g) Train and exercise ESF #14 personnel.

(h) Designate an ECO, alternate ECO, Public Information Officer (PIO), and an ESF #14 Liaison to report to the SEOC or support virtually.

**(2) Pre-Incident.**

(a) MEMA will develop and maintain alert and notification procedures for key officials supporting ESF #14. MEMA will assist the SEOC in maintaining the alert and notification list for other agencies supporting ESF #14.

(b) Provide an Emergency Coordinating Officer (ECO) (and alternate if 24-hour coverage is necessary) and ESF #14 liaison to the SEOC.

(c) Guide developing sector and asset restoration plans, including those required to respond and recover from a catastrophic event.

**(3) Incident.**

(a) In coordination with other state departments and agencies, work with infrastructure owners and operators on requests for information and assistance regarding critical infrastructure, critical supply lines, and business networks.

(b) Monitor damage assessments for critical infrastructure, critical supply chains, and business networks.

(c) Deliver timely and relevant unclassified information and, in conjunction with ESF #15, widely disseminate actionable alerts to public and private sector partners.

(d) Coordinate with the Mississippi Office of Homeland Security (MOHS) and local, state, tribal, and federal agencies to ensure critical infrastructure and other private sector owners and operators can access information across all agencies, including fusion centers.

(e) 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.

(f) Identify, assess, and help facilitate the management of hazards across all sectors' critical functions, including risks associated with supply chains and interdependencies, and promote joint understanding between industry and government agencies of those risks.

(g) Support local, state, and tribal governments in responding to incidents by connecting them with the MSBEOC's network of private sector partners and providing capacity-building assistance to counties and the Mississippi Band of Choctaw Indians (MBCI).

(h) Facilitate information sharing among key stakeholders, private sector partners, government agencies, and ESFs on the status of major businesses and industries within an incident area.

(i) Convene private sector organizations through the MSBEOC to identify issues for resolution and distribute operational information.

(j) Improves situational awareness across affected areas and facilitates information sharing with businesses and NGOs through the MSBEOC.

(k) Coordinates with corporations and other private sector organizations on corporate humanitarian response activities and philanthropic programs.

(l) Ensure adequate communication with stakeholders and business partners is established and maintained.

(m) Maintain a complete log of actions, resource orders, records, and reports.

(n) Provide Situation Report (SITREP) and Incident Action Plan (IAP) input via WebEOC and appropriate ICS Forms, according to an established operational timeline, event-specific.

(o) Coordinate the efforts through a liaison to ESF #5.

(p) Assist in gathering and providing information to ESF #5 for establishing priorities.

(q) Assist in gathering and providing information to ESF #15 for press releases.

**(4) Post-Incident.**

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(a) Prepare an after-action report-improvement plan (AAR/IP). The AAR/IP identifies key problems, indicates how they will be/were solved, and makes recommendations for improving ESF #14 response operations;

(b) All ESF #14 organizations assist in preparing the AAR/IP.

(c) Submit AAR-IP to [infrastructure@mema.ms.gov](mailto:infrastructure@mema.ms.gov) and [planning@mema.ms.gov](mailto:planning@mema.ms.gov).

**d. Supporting State Agencies.** All ESF #14 Supporting agencies are expected to:

(1) Coordinate their support with ESF #14.

(2) Maintain access to SEOC personnel, systems, and documentation, including but not limited to the Infrastructure Branch Director, WebEOC, HSIN SITRooms, CEMP and associated Annexes and Appendices, MEMA Response Framework, and all SEOC policies and procedures.

(3) Locate, identify, and set up their operational work areas and maintain logistical support.

(4) Attend and support briefings and other coordination meetings virtually, at the SEOC, or elsewhere.

(5) Maintain operational logs, messages, requests, and other appropriate documentation for future reference.

(6) Maintain their maps, displays, status reports, and other information not included in the ESF #5 operations.

(7) Provide SITREP and IAP input via WebEOC and appropriate ICS Forms, according to the established operational timeline, event-specific.

(8) All ESF #14 support organizations assist in preparing the AAR/IP.

(9) Submit AAR/IP to the coordinating agency and [planning@mema.ms.gov](mailto:planning@mema.ms.gov).

The chart on the following pages shows the responsibilities of the individual ESF #14 support agencies. The list contains, but is not limited to, the core functions required:

Agency	Functions
<p><b>Mississippi Department of Agriculture and Commerce (MDAC)</b></p>	<ul style="list-style-type: none"> <li>• Coordinate ESF #11 (Animals, Agriculture, and Natural Resources) with ESF # 14, as needed.</li> <li>• Coordinate with key stakeholders to determine the availability of products that can be used for human and animal consumption and assess damage to food supply chains.</li> <li>• Provide sector-specific support to the Food and Agriculture Sector;</li> <li>• To determine disaster damage and resource needs, provide data, and conduct outreach to the business community, including local stakeholder networks.</li> <li>• Identify options to help businesses resume operations and to incentivize growth following disasters.</li> </ul>
<p><b>Mississippi Public Utility Staff (MPUS)</b></p> <p><b>Mississippi Public Utility Staff (MPUS) cont.</b></p>	<ul style="list-style-type: none"> <li>• Coordinate ESF #12 (Energy) and coordinate with ESF #14, as needed.</li> <li>• In cooperation with local, state, tribal, and energy industry officials, provide information on energy supply and demand conditions and the requirements for and availability of materials and services critical to energy supply systems (e.g., outages, restoration status, energy infrastructure status).</li> <li>• Facilitate the activation of personnel trained to provide expertise to owners and operators during incidents to enable swift energy infrastructure restoration and recovery.</li> <li>• Assist in analyzing and modeling potential impacts to the electric power, oil, natural gas, and coal infrastructures; identifying energy market impacts to the economy; and determining the effect a disruption has on other critical infrastructure.</li> <li>• Perform due diligence in coordination with other state departments and agencies to implement emergency waivers.</li> <li>• Work with the energy sector and the appropriate information security centers to share critical threat information.</li> </ul>
<p><b>Mississippi Department of Public Safety (MDPS)/ Mississippi Office of Homeland Security (MOHS)</b></p>	<ul style="list-style-type: none"> <li>• Provide law enforcement and protective security services to government buildings during an incident, leveraging access to intelligence and information resources of local, state, tribal, and private sector partners.</li> <li>• Identify and assess physical security risks at the facility level and develop recommendations that mitigate site vulnerabilities.</li> </ul>

Agency	Functions
<p><b>MDPS/MOHS cont.</b></p>	<ul style="list-style-type: none"> <li>• Provide security across all modes of transportation during an incident, including coordinating with private sector transportation entities.</li> <li>• Consult and collaborate, as directed by various statutes, with the Mississippi Department of Transportation (MDOT) in performing these duties.</li> </ul>
<p><b>Mississippi State Department of Health (MSDH)</b></p>	<ul style="list-style-type: none"> <li>• Coordinate ESF #8 (Public Health and Medical Services) and coordinate with ESF #14, as needed.</li> <li>• Provide sector-specific support to the Food and Agriculture Sector;</li> <li>• Facilitate information sharing with Healthcare and Public Health Sector entities and track the status of the medical supply chain.</li> <li>• Conduct outreach to the healthcare and public health community to determine challenges and issues.</li> <li>• Identify Healthcare and Public Health sector systems or assets whose incapacity or disruption would result in loss of life or significant economic consequences or adversely impact government response efforts.</li> <li>• Division of Radiological Health (DRH) provides sector-specific information and requests related to fixed-nuclear facility and radiological transportation incidents.</li> </ul>
<p><b>Mississippi Department of Transportation (MDOT)</b></p>	<ul style="list-style-type: none"> <li>• Coordinate ESF #1 (Transportation) and coordinate with ESF #14, as needed.</li> <li>• Work with federal partners, local and state transportation departments, and industry partners to capture, assess, and report damage to the Transportation Systems Sector.</li> <li>• Analyze the impact of the incident on transportation operations, statewide and regionally.</li> <li>• Address private sector requests for support and offers of assistance.</li> <li>• Facilitate Transportation Systems Sector incident-related information sharing and situational awareness across public and private sector partners.</li> </ul>
<p><b>Mississippi Public Service Commission (MPSC)</b></p>	<ul style="list-style-type: none"> <li>• Coordinate ESF #10 (Oil and Hazardous Materials Response) and coordinate with ESF #14, as needed.</li> <li>• Develop and maintain a capacity for technical assistance to recognize risks to Water and Wastewater Sector systems that affect public health and economic viability.</li> </ul>

Agency	Functions
<b>MPSC cont.</b>	<ul style="list-style-type: none"> <li>• In cooperation with state, local, and tribal governments and water industry officials, provide information on water and wastewater operational status and the requirements for and the availability of materials and services critical to restoring water operations.</li> <li>• Coordinate through ESF #3 with ESF#14 to facilitate the activation of personnel trained to provide expertise to state agencies during incidents to enable swift restoration and recovery of drinking water and wastewater infrastructure.</li> </ul>
<b>Mississippi Department of Environmental Quality (MDEQ)</b>	<ul style="list-style-type: none"> <li>• Ensure that air, water, and solid waste standards are met in managing debris and waste materials collection and disposal.</li> <li>• Ensure that transportation activities meet air emission, stormwater, wastewater, and other environmental standards.</li> </ul>
<b>Mississippi Insurance Department (MID)</b>	<ul style="list-style-type: none"> <li>• Support the development of an SOP in conjunction with the primary and supporting agencies;</li> <li>• Provide information on disaster losses.</li> <li>• Supply additional resource support.</li> <li>• Provide information about safety issues for inclusion in news statements and other matters.</li>   <li>• Provide information relative to insured losses to determine unmet needs.</li> <li>• Analyze and make recommendations on ESF #14.</li> </ul>
<b>Mississippi Development Authority (MDA)</b>	<ul style="list-style-type: none"> <li>• Assist in gathering and providing information to ESF #5 (Information and Planning) and #14 for establishing priorities.</li> <li>• Support the development of SOPs in conjunction with the primary and secondary agencies.</li> <li>• Assist ESF #14 and other state agencies on procedures and processes to acquire services and support, including emergency contact information and coordination of private-sector business services or commodities available for emergency use.</li> <li>• Works with private-sector business providers to restore facilities and services to pre-existing capabilities.</li> <li>• Identifies options to help businesses resume operations and to incentivize growth following disasters.</li> </ul>



Agency	Functions
<b>MDA cont.</b>	<ul style="list-style-type: none"> <li>• Provides data and conducts outreach to the business community—including utilizing local stakeholder networks—to determine disaster damage and resource needs.</li> <li>• Support action planning and development.</li> </ul>
<b>Mississippi Voluntary Organizations Active in Disasters (MSVOAD)</b>	<ul style="list-style-type: none"> <li>• Assist in gathering and providing information to ESF #5 and #14 for establishing priorities.</li> <li>• Support the development of SOPs in conjunction with the primary and secondary agencies.</li> <li>• Provide support, guidance, and liaison for donations management operations.</li> <li>• Provide disaster information on Mississippi Volunteer Organizations Active in Disasters (MSVOAD) operations for situation reporting.</li> <li>• Support action planning and development.</li> </ul>
<b>Mississippi Commission for Volunteer Service (MCVS)</b>  <b>Mississippi Commission for Volunteer Service (MCVS) cont.</b>	<ul style="list-style-type: none"> <li>• Assist in gathering and providing information to ESF #5 and #14 for establishing priorities.</li> <li>• Support the development of SOPs in conjunction with the primary and secondary agencies.</li> <li>• Provide support, guidance, and liaison for donations management operations.</li> <li>• Provide disaster information on Mississippi Commission for Volunteer Service (MCVS) operations for situation reporting.</li> <li>• Support action planning and development.</li> </ul>
<b>Mississippi Department of Information Technology Services (ITS)</b>	<ul style="list-style-type: none"> <li>• Assist in gathering and providing information to ESF #5 and #14 for establishing priorities.</li> <li>• Support the development of SOPs in conjunction with the primary and secondary agencies.</li> <li>• Assist ESF #14 and other state agencies on procedures and processes to acquire services and support, including emergency contact information and coordination of private-sector telecommunications equipment available for emergency use.</li> <li>• Works with private-sector communications providers to restore facilities to pre-existing capabilities.</li> </ul>

Agency	Functions
<b>ITS cont.</b>	<ul style="list-style-type: none"> <li>• Provides data and conducts outreach to the business community — including utilizing local stakeholder networks — to determine disaster damage and resource needs.</li> </ul>
<b>Mississippi Wireless Communications Commission (WCC)</b>	<ul style="list-style-type: none"> <li>• Assist in gathering and providing information to ESF #5 and #14 for establishing priorities.</li> <li>• Support the development of SOPs in conjunction with the primary and secondary agencies.</li> <li>• Assist ESF #14 and other state agencies on procedures and processes to acquire services and support, including emergency contact information and coordination of private-sector telecommunications equipment available for emergency use.</li> <li>• Works with private-sector communications providers to restore facilities to pre-existing capabilities.</li> <li>• Provides data and conducts outreach to the business community— including utilizing local stakeholder networks—to determine disaster damage and resource needs.</li> </ul>

**e. Business and Industry Partners.** Business and industry partners support the state’s response and recovery operations through voluntary actions to help ensure business continuity or by complying with applicable laws and regulations. Business and industry partners can support ESF #14 through the following activities:

(1) Establish an emergency management organization to facilitate interaction, communication, and coordination with local, tribal, and state partners.

(2) Provide goods and services through contractual arrangements or government purchases and mutual support agreements with impacted communities where appropriate.

(3) Develop, validate, exercise, and implement security and business continuity plans to ensure their capability to deliver goods and services. Plans should include procedures to:

(a) Determine the impact of an incident on the business involved and forecast the cascading effects of interdependencies between sectors.

(b) Coordinate with local, state, and tribal emergency management organizations to gain and maintain situational awareness of operations, customer and employee safety, and

communications through formal exchanges: daily situation reports, conventional news media, and social media sources.

(c) Facilitate a shared situational awareness with local, tribal, and state emergency management organizations.

(d) 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.

(e) Inform state decision-makers to help determine appropriate recovery and reconstitution measures, mainly when they may result in indemnity, liability, or business losses for the private sector.

(f) Support local, tribal, and state partners to obtain goods and services necessary for the restoration and recovery of impacted businesses and industries on a priority basis.

(4) Conduct assessments of and develop contingency plans for supply chain disruption.

(5) Coordinate security and continuity/contingency program plans with local, tribal, and state partners.

**7. AUTHORITIES AND REFERENCES.** The procedures in this ESF #14 Cross-Sector Business and Infrastructure Annex are built on the core coordinating structures of the CEMP and references listed below. The specific responsibilities of each department and agency are described in the respective ESF, Support, and Incident Annexes, internal agency plans, policies, and procedures. See the CEMP Base Plan, SEOC Operations Section, or ESF #14 for a comprehensive list of Authorities and References.

- a. Robert T. Stafford Disaster Relief and Emergency Assistance Act; amended the Disaster Relief Act of 1974, PL 93-288.  
[https://www.fema.gov/sites/default/files/2020-03/stafford-act\\_2019.pdf](https://www.fema.gov/sites/default/files/2020-03/stafford-act_2019.pdf)
- b. MS Code, Ann. Â§ 33-15(1972): Mississippi Emergency Management Act of 1995, Title 33-15, et al. [Successor to Mississippi Emergency Management Law of 1980]  
[MS Code 33-15](#)
- c. National Incident Management System, Third Edition, October 2017  
<https://www.fema.gov/media-library/assets/documents/148019>

- d. National Response Framework, Fourth Edition, October 2019  
[https://www.fema.gov/sites/default/files/2020-04/NRF\\_FINALApproved\\_2011028.pdf](https://www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.pdf)
- e. National Disaster Recovery Framework, Second Edition, June 2016  
[https://www.fema.gov/sites/default/files/2020-06/national\\_disaster\\_recovery\\_framework\\_2nd.pdf](https://www.fema.gov/sites/default/files/2020-06/national_disaster_recovery_framework_2nd.pdf)
- f. FEMA Incident Action Planning Guide, July 2015  
[https://www.fema.gov/sites/default/files/2020-07/Incident\\_Action\\_Planning\\_Guide\\_Revision1\\_august2015.pdf](https://www.fema.gov/sites/default/files/2020-07/Incident_Action_Planning_Guide_Revision1_august2015.pdf)
- g. FEMA Developing and Maintaining Emergency Operations Plan, Comprehensive Preparedness Guide (CPG) 101, Version 3.0, September 2021  
[https://www.fema.gov/sites/default/files/documents/fema\\_cpg-101-v3-developing-maintaining-eops.pdf](https://www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf)
- h. State of Mississippi Comprehensive Emergency Management Plan, January 2022  
[MEMA Downloads/CEMP](#)
- i. MEMA Response Framework, March 2021  
[MEMA Downloads/MEMA Publications](#)

The MEMA reference repository, containing the CEMP base plan, associated annexes, appendices, and other supporting documents, can be found at [MEMA Downloads](#).

Most Mississippi emergency management stakeholders have access to the MEMA Downloads site. However, non-registered stakeholders may access the repository by submitting an e-mail request to [preparedness@mema.ms.gov](mailto:preparedness@mema.ms.gov).

**8. REVIEW AND MAINTENANCE.** At a minimum, the ESF #14 Cross-Sector Business and Infrastructure Annex Coordinating Agency will conduct an annual review of this Annex with all support agencies. Additional assessments may be performed if the experience with an incident or regulatory changes indicates a need. Recommended changes will be submitted to MEMA for approval and distribution. Submit recommendations via e-mail to [preparedness@mema.ms.gov](mailto:preparedness@mema.ms.gov).

This Annex will be updated every two years, or as necessary, to incorporate new presidential or state directives, legislative changes, and procedural changes based on lessons learned from exercises and actual incidents. A re-write of this Annex will be completed every four (4) years.