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

State of Indiana

Emergency Operations Plan (EOP) ESF Annex

March 2022

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PLANNING AGENCIES

Within each Emergency Support Function (ESF) annex, the designation of primary, supporting, or non-governmental agencies are identified as the whole community planning committee. These determinations are based on their authorities, resources, and capabilities to the ESF. The primary agency point of contact (POC) identifies the appropriate support agencies that fall under this plan. The primary agency POC 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, they do not control or manage those agencies identified as supporting agencies. The agencies listed below are members of the Whole Community Planning Committee for this annex.

PRIMARY AGENCY

Indiana Department of Homeland Security (IDHS)

SUPPORTING STATE AGENCIES

Governor's Office	IN Department of Natural Resources
Commercial Facilities (Lodging, Retail)	IN Department of Transportation
Critical Manufacturing (Machinery, Primary Metals)	IN Department of Workforce Development
Financial Services (Banks, Credit Unions)	IN Economic Development Association
Government Facilities (Schools, Polling Places)	IN Economic Development Corporation
IN Chamber of Commerce	IN Intelligence Fusion Center
IN Department of Administration	IN National Guard
IN Department of Financial Institutions	IN Small Business Administration
IN Department of Health	IN Utility Regulatory Commission
Defense Industrial Base	National Weather Service

PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

PURPOSE

The purpose of the Cross-Sector Business and Industry Emergency Support Function (ESF #14) 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. ESF #14 is complementary to the Sector-Specific Agencies (SSA) and other ESFs and is a mechanism for entities that are not aligned to an ESF or have other means of coordination. Critical infrastructure sectors currently aligned to another ESF will continue to use that ESF as their primary interface. ESF #14 will be the primary interface for unaligned sectors and will support coordination among all sectors.

Businesses and infrastructure owners and operators have primary responsibility for managing their systems in emergencies and 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.

ESF #14 also integrates SSA incident response operations with ESFs and other relevant private-public sector coordinating entities. SSAs have critical roles, responsibilities and authorities in partnering with infrastructure owners and operators in their respective sectors. ESF #14 works with SSAs, other ESFs and their partners to support cross-sector planning and operations that facilitates integrated public and private incident response. To this end, the Federal Government enables—where possible—those businesses and infrastructure owners and operators that have the responsibilities, capabilities and resources to stabilize their systems in support of community lifelines.

SCOPE

The primary function of ESF #14 is to align and 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. Such incidents can also disrupt National Critical Functions and related supply chains.

ASSESSMENT, ANALYSIS AND SITUATIONAL AWARENESS

- 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.

- 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.

- 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.

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

- Collects data, in coordination with ESFs and SSAs, 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) 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]).

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

OPERATIONAL COORDINATION

- Coordinates among ESFs, RSFs and interagency partners to support private sector and infrastructure owner and operator needs and priorities, in compliance with existing regulatory and authoritative guidelines.

- Channels 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 National Business Emergency Operations Center (NBEOC), in conjunction with the Voluntary Agency Liaisons, the RSFs and ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services.

- 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.

- Coordinates with the RSFs and infrastructure owners and operators to help inform prioritization of short- and long-term recovery activities.

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. 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 the inclusion of sectors and industries not otherwise represented by the other ESFs.

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 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 national security and the national 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 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.

SITUATION

- ESF #14 may be needed in any of the four phases of emergency management (prevention, protection, mitigation, response, and recovery). In the event that the State determines the need for ESF #14, the IDHS – Planning Section will act as the primary agency to assist with implementation.

- ESF #14 will be responsible for implementing internal Standard Operating Procedures (SOPs) and/or Standard Operating Guidelines (SOGs) to ensure adequate staffing and administrative support for both field operations and coordination efforts in the SEOC.

- Effective response, as well as ongoing support efforts, will be contingent upon the availability of resources and the extent/impact of the incident upon the State.

HAZARDS

There are several plans and preparedness assessments the state uses to identify and evaluate local and statewide threats, hazards, risks, capabilities, and gaps. The National Preparedness Goal (NPG) has identified 32 core capabilities tied to the 5 Mission Areas of Protection, Prevention, Mitigation, Response and Recovery. Table 1 provides a detailed list of each of the capabilities based on five mission areas. The highlighted capabilities are associated with this annex.

TABLE 1. MISSION AREAS AND CORE CAPABILITIES

PREVENTION	PROTECTION	MITIGATION	RESPONSE	RECOVERY
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience	Infrastructure Systems	
Interdiction and Disruption		Long-Term Vulnerability Reduction	Critical Transportation	Economic Recovery
Screening, Search and Detection		Risk & Disaster Resilience Assessment	Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identify Verification	Threats and Hazards Identification	Fatality Management Services	Housing
	Cybersecurity		Fire Management and Suppression	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Logistics and Supply Chain Management	
	Supply Chain Integrity & Security		Mass Care Services	
	Physical Protective		Mass Search and Rescue Operations	
			On-Scene Security, Protection, & Law Enforcement	
			Operational Communications	
			Public Health, Healthcare and Emergency Services	
			Situational Assessment	

CAPABILITY ASSESSMENT - CORE CAPABILITIES

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 in important ways 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, however, private companies and public utilities are responsible for identifying the capabilities needed to stabilize their systems, just as they have primary responsibility for conducting their own emergency operations when incidents occur.

ESF #14 also provides important opportunities for the integration and alignment of 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 typically used by businesses and government agencies to communicate with each other. 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. ESF #14 enables these collaborative efforts to fit within a broader, prioritized framework for identifying required capabilities.

PLANNING ASSUMPTIONS

- 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 safety of staff, customers/clients, and guest; sustain business operations and provide continuity of services; and to augment state response operations with pre-identified resources and assets.

INTEGRATION WITH THE NATIONAL PROTECTION FRAMEWORK

Protection partners assess and analyze risks by looking at potential threats, hazards, vulnerabilities and consequences to allow them to be compared and prioritized. During an incident these analyses are tailored and adapted to support response efforts.

ESF #14 serves as an integration point between the Protection and Response mission areas for critical infrastructure. For example, the analytic products developed in support of protection activities are also designed to support response and provide the basis for operational prioritization and execution during an incident. Similarly, critical infrastructure impact assessments and prioritization efforts during response also rely on the partnership structures and relationships within the Protection mission area (e.g., Sector Coordinating Councils, Government Coordinating Councils and Information Sharing and Analysis Centers). Sharing of cyber threat information and warnings between Federal Government and private sector partners, in coordination with SSAs and ESFs, is another activity that bridges Protection to Response.

The following table lists the core capability actions that ESF #14 directly supports.

TABLE 2. ESF #14 CORE CAPABILITY ACTIONS

CORE CAPABILITY	ESF #14 CROSS SECTOR BUSINESS AND INFRASTRUCTURE
Infrastructure Systems	• Uses risk management principles to identify vulnerabilities in critical infrastructure, such as cross-sector interdependencies and recommends mitigation actions. • Serves 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). • Facilitates coordination and collaboration with critical infrastructure sectors through operational constructs outlined in the National Response Framework. • Tracks and coordinates requests for information and requests for assistance from critical infrastructure owners and operators. • Coordinates with critical infrastructure owners and operators to identify resource requirements for stabilization of community lifelines, including those required to respond to and recover from a catastrophic event. • Consults 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. • Identifies cross-sector interdependencies and conducts assessments to inform stabilization efforts.

	• Identifies 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.
Logistics and Supply Chain Management	• Analyzes risks, hazards and vulnerabilities of cross-sector interdependencies that may disrupt local, regional, or national supply chains. • Coordinates with business, industry and critical infrastructure owners and operators to determine resource requirements and how supply chain disruptions affect resource management efforts. • 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. • Supports partner ESFs securing key supply chain nodes, methods of transport among nodes and materials in transit. • Partners with ESF #6 – Mass Care, Emergency Assistance, Temporary Housing and Human Services to assist with food, water and sheltering. • Partners with ESF #7 - Logistics to ensure whole community incident planning and support for timely and efficient delivery of supplies, equipment, services and facilities.
Critical Transportation	• Partners with ESF #1 – Transportation to support engagement efforts with transportation sector businesses, as well as infrastructure owners and operators. • 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.
Environmental Response/Health Safety	• In coordination with ESF #8 – Public Health and Medical Services, ESF #10 – Oil and Hazardous Materials Response and ESF #11 – 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.
Operational Communications	• 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, 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. • Supports critical delivery of alerts and warnings from public safety officials and dissemination of emergency information to the public.
Public Health, Healthcare and Emergency Medical Services	• Coordinates with ESF #8 to identify interdependencies related to healthcare infrastructure concerns, impacts and stabilization requirements. • Supports ESF #8, as necessary, with information sharing to healthcare and public health sector entities. • Identifies factors that affect the emergency services sector and disrupt emergency services to impacted communities.
Planning	• Supports ESF #5 - Information and Planning in the development of common, consistent and coordinated incident priorities and objectives within each operational period to achieve incident stabilization. • Shapes deliberate concepts of operations, objectives and opportunities to establish private-public partnerships that meet the needs of survivors.
Situational Assessment	• Facilitates a shared understanding of interdependencies, impacts and opportunities for incident stabilization. • Enables synchronization of Requests for Information (RFIs), Critical Information Requirements (CIRs) and data sharing.
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 through the use of clear, consistent, accessible and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

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. If the state anticipates that its needs may exceed its resources, the Governor can request assistance from other states through an Emergency Management Assistance Compact (EMAC) and/or from the federal government.

ESF #14 shall deploy resources for repair and remediation in areas impacted by emergencies or disasters and prioritize assets and functions to manage and support the immediate and long-term viability of the State and local jurisdictions.

ESF #14 shall activate, deploy and organize personnel and resources based upon:

- Pre-established policies, procedures and practices

- Integration into the overall Emergency Operations Plan (EOP)

- The level of support required by other state and local ESFs

ESF #14 shall ensure and promote a common operating picture (COP) through communicating with all ESFs and the State Emergency Operations Center (SEOC) Operations Section.

STATE OPERATIONAL PRIORITIES DURING RESPONSE AND RECOVERY OPERATIONS

1. Life, safety, and health (highest priority)
2. Incident stabilization
3. Protection of property, economy, and the environment
4. Restoration of essential infrastructure, utilities, functions, and services
5. Unity of effort and coordination among appropriate stakeholders

SEOC ACTIVATION

The State Emergency Operations Center (SEOC) is the primary hub for the State of Indiana's emergency support and coordination efforts to gather and disseminate event information, respond to requests for assistance from counties and state departments, identify and coordinate priority actions and allocate resources.

The activation of the SEOC begins with the activation of the Emergency Operations Plan (EOP) Base Plan and, if directed, this annex. The activation of the EOP establishes the emergency operations framework and structure needed to deliver coordinated emergency

In most cases, the decision to activate will be made by the collaboration among IDHS Leadership. The following are considerations for activating the SEOC:

- An incident has occurred that has the potential for rapid escalation.

- The emergency will be of a long duration and requires sustained coordination.

- Major policy decisions may be required.

- The volume of county requests for assistance is increasing and expected to continue.

- Pre-deployment of state or federal assets is occurring in anticipation of the emergency.

- Managing the situation requires urgent, high-level, non-routine coordination among multiple jurisdictions, state departments or other external agencies.

- The State of Indiana shall communicate and collaborate with other response/support agencies and integrate their response plans into the overall response.

- Activation of the SEOC will be advantageous to the successful management of the event.

The SEOC is managed by IDHS and is the physical location where multi-agency coordination occurs whether it is at the primary or alternate undisclosed sites. The SEOC can be configured to expand or contract as necessary to respond to the different levels of incidents requiring State assistance. The SEOC has designated four activation levels as outlined in Table 3. Each elevated level assumes the requirements and conditions of the previous, lower activation level.

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

The Indiana SEOC will remain activated at a Level IV for daily operations; however, the activation level will be elevated for planned events, incidents, disasters, or other response operations.

TABLE 3. STATE EOC RESPONSE ACTIVATION LEVELS

SEOC RESPONSE ACTIVATION LEVELS			
LEVEL NUMBER	**NAME OF LEVEL**	**DESCRIPTION**	**EXAMPLE**
IV	**Daily Ops**	Normal daily operations. Watch Desk is monitoring actives within and around the State.	Tornado Watch
An actual or potential for an *incident of state significance* will drive the need for an increase in activation / staffing levels			
III	**Active Emergency Conditions**	A situation has or may occur which requires an increase in activation of the SEOC, to include: ▪ **Section Chiefs** ▪ JIC **may** be set-up. ▪ **Limited** ESF Staffing ▪ **May** have a **federal** presence	Large Tornado > EF-3
II	**Significant Emergency Conditions**	A situation has or may occur which requires an increase in activation of the SEOC, to include: ▪ Section Chiefs ▪ JIC **will** be set-up. ▪ **Governor Emergency Advisory Group (EAG) will be activated.** ▪ **Full** ESF staffing ▪ **Will** have federal presence	Major Flooding
I	**Full Emergency Conditions**	A situation has or may occur which requires an increase in activation of the SEOC, to include: ▪ Section Chiefs ▪ JIC will be set-up. ▪ Governor Emergency Advisory Group (EAG) will be activated. ○ **Governor or designee will be present for EAG.** ▪ **Full** ESF staffing ▪ **Will** have federal presence	Large Earthquake

DEMOBILIZATION OF THE SEOC

Demobilization is the process by which facilities scale back their emergency operations as the objectives set by leadership are achieved. This usually entails the release of the ESF representation involved in response operations as objectives are accomplished and the need for their participation diminishes. Part of the demobilization process ensures that all paperwork, such as personnel evaluations, equipment time records, personnel time records, accident reports, and mechanical inspections have been completed and are accurate. Demobilizing the most expensive excess equipment and resources first saves funding.

LOCAL COORDINATION

ESF #14 shall coordinate the evaluation of impacted areas based upon:
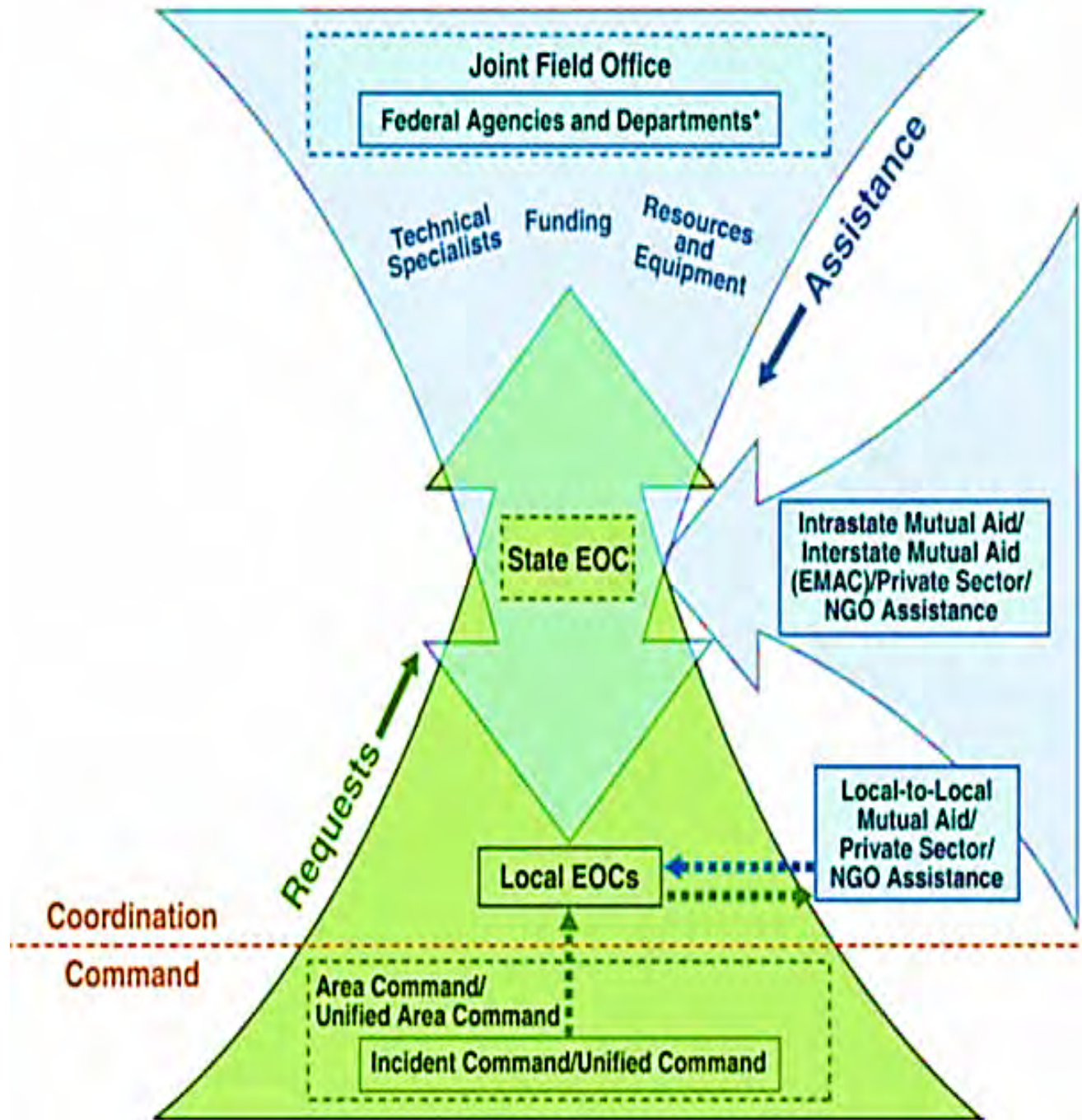
- Pre-established policies, procedures and practices
- Integration into the overall EOP
- The level of support required by other state and local ESFs

RESOURCE SUPPORT

During an incident, requests for resource support originate from the site Incident Command (IC), Area Command (AC) or Unified Command (UC) and are directed to the local emergency management agency (EMA). As local resource capabilities become overwhelmed, the local jurisdiction's EMA requests support from the State EOC based on the projected needs of the local Incident Action Plan (IAP). A request exceeding State capability can be fulfilled using mutual aid, federal assistance, or other appropriate means. The State Resource Request Process as outlined in Figure 2, is designed to meet the varying needs of local jurisdictions throughout the life of an emergency event. The process may require alteration, activation of mutual-aid agreement(s), or assistance from federal agencies as needed.

State resources may also be requested by local jurisdictions for activation in exercises, testing or training. Participation in these activations allows for the continued development and improvement of public safety programs and resources.

FIGURE 1. STATE RESOURCE REQUEST PROCESS

Joint Field Office

Federal Agencies and Departments*

Technical Specialists   Funding   Resources and Equipment

Assistance

State EOC

Intrastate Mutual Aid/ Interstate Mutual Aid (EMAC)/Private Sector/ NGO Assistance

Requests

Local EOCs

Local-to-Local Mutual Aid/ Private Sector/ NGO Assistance

Coordination

Command

Area Command/ Unified Area Command

Incident Command/Unified Command

INCLUSION, ACCESS, AND FUNCTIONAL NEEDS

The State of Indiana works with public, private, and non-profit organizations to build a culture of preparedness and readiness for emergencies and disasters that goes beyond meeting the legal requisites of people with disabilities as defined by the most current version of the Americans with Disabilities Act (ADA) or for individuals with access and functional needs.

IDHS integrates the Federal Emergency Management Agency's (FEMA)'s access and functional needs guidance, which identifies an individual's <u>actual</u> needs during an emergency

and awareness of not using negative labels such as "handicapped," "crippled," or "abnormal." This annex planning guidance is inclusive as it also encompasses people with temporary needs or those who do not identify themselves as having a disability. This includes women who are pregnant, children, older adults, individuals with limited English communication, people with limited transportation access and those with household pets and service animals. Additional awareness which helps ensure inclusive emergency preparedness planning include addressing the needs of children and adults in areas such as:

SELF-DETERMINATION – Individuals with access and functional needs are the most knowledgeable about their own needs.

NO "ONE-SIZE-FITS-ALL" – Individuals do not all require the same assistance and do not all have the same needs.

EQUAL OPPORTUNITY, INTEGRATION AND PHYSICAL ACCESS – All individuals must have the same opportunities to benefit from emergency programs, services, and activities.

NO CHARGE – Individuals with access and functional needs may not be charged to cover the costs of measures necessary to ensure equal access and nondiscriminatory treatment.

EFFECTIVE COMMUNICATION – Individuals must be given information that is comparable in content and detail to the information given to those without functional needs.

For more information, please refer to the Indiana Access and Functional Needs Annex.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section describes how ESF #14 relates to other elements of the whole community. Basic concepts that apply to all members of the whole community include State, Tribal Territorial, Insular Area Governments, Private Sector and Non-Governmental Organizations (NGOs)

PRIMARY AGENCY RESPONSIBILITIES

The primary agency is responsible for the following:

- Conducts cross-sector risk modeling and related analyses in partnership with other SSAs to ensure development of a comprehensive and accurate critical infrastructure common operating picture.

- Establishes the 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 the incident.

- Supports local, state, tribal, territorial and insular area 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.

- Convenes private sector organizations through the BEOC to identify issues for resolution and distribute operational information.

- Improves situational awareness across affected areas and facilitates information sharing with businesses and NGOs through the BEOC.

- Coordinates with corporations and other private sector organizations on corporate humanitarian response activities and/or philanthropic programs.

- Facilitates information sharing among key stakeholders, private sector partners, government agencies and ESFs on status of major businesses and industries within an incident area.

- Coordinates with other ESFs and/or FEMA Region V Private Sector Liaison Office to address private sector needs and requirements and process offers of assistance during a disaster.

- Assists in tracking the status of key private sector capacity and capabilities.

- Shares information on the response and recovery process to assist industry partners who have been impacted or are functioning under business continuity plans.

- Provides support for development of sector and/or asset restoration plans guidance, including those required to respond and recover from a catastrophic event.

- Promotes resiliency, promotes protective security and fosters/maintains relationships between the State and the private sector.

- Works with critical infrastructure partners to identify information and analytical needs, including cross-jurisdictional and cross-sector issues and works with government partners to address those issues and needs.

## SUPPORTING AGENCY RESPONSIBILITIES

- Provides data and conducts outreach to the business community—including utilizing local stakeholder networks—to determine disaster damage and resource needs.

- Identifies options to help businesses resume operations and to incentivize growth following disasters.

- Communicates and coordinates 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.

- Provides resource support for managing and procuring offers of material goods or technical assistance and capabilities from private sector organizations.

- Assist in prevention, protection, mitigation, response and recovery operations when requested by ESF primary agency.

- Participate, as needed, in the State EOC supporting overall coordination of long-term recovery assets and personnel during response and/or recovery operations.

- Assist the primary agency in the development and implementation of policies, protocols, SOPs, checklists, or other documentation necessary to carry-out mission essential tasks.

- Assist in developing situation reports and readiness assessments that will provide for an accurate COP.

- Participate in training and exercises aimed at continuous improvement of prevention, protection, mitigation, response and recovery capabilities.

- Identify new equipment, technologies or capabilities required to prepare for or respond to new or emerging threats and hazards.

PRIVATE SECTOR/NONGOVERNMENTAL ORGANIZATIONS

The private sector owns or operates most of the State's communications infrastructure and is a partner and/or lead for the rapid restoration of their networks.

Through planning and coordination, private sector entities provide critical information for incident action planning and decision making during an incident. Private sector mutual aid and assistance networks also facilitate the sharing of resources to support response.

FIGURE 2. STATE EMERGENCY OPERATIONS CENTER ORGANIZATIONAL STRUCTURE
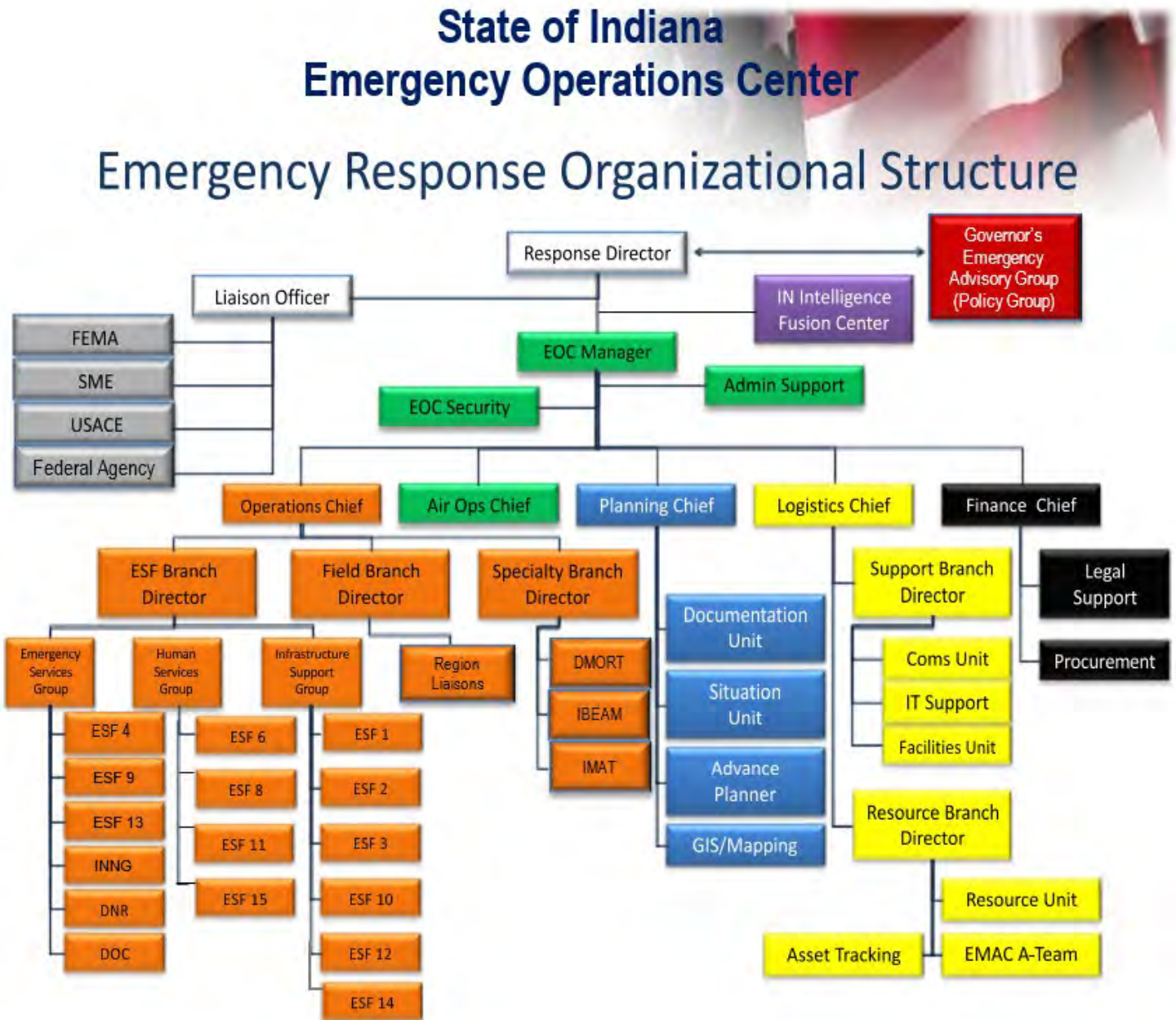
EMERGENCY SUPPORT FUNCTION GENERAL TASKS

The following tables are comprised of essential tasks that may need to be completed by 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 the State of 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.

Please note, that the mission areas of Prevention and Protection have

replace the Preparedness mission area.

TABLE 4. ESF #14 PREVENTION TASKS

ESF #14 – PREVENTION TASKS	
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 the execution of core capabilities.
3	Anticipate and identify emerging and/or imminent ESF-14 threats through observation and situational awareness.
4	Make appropriate assumptions to inform decision makers and counterterrorism professionals actions to prevent imminent attacks on ESF-14 in the homeland.
5	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.
6	Establish and maintain partnership structures among protection elements to support networking, planning, and coordination.
7	Present courses of action to decision makers to locate, interdict, deter, disrupt, or prevent imminent attacks on the homeland and imminent follow-on attacks.
8	Share relevant, timely, and actionable information and analysis with local authorities through a pre-established reporting system.
9	Identify possible ESF-14 terrorism targets and vulnerabilities. Ensure the security of equipment, facilities, and personnel through assessments of capabilities and vulnerabilities.
10	Implement, exercise, and maintain plans to ensure continuity of operations.

TABLE 5. ESF #14 PROTECTION TASKS

	ESF #14 – PROTECTION TASKS
1	Develop, validate, and maintain State SOPs for both routine and emergency operations. Key concerns include but are not limited to: • Identification and assessment of equipment, supplies, resources, and critical infrastructure. • Alert and activation of personnel for work in the field or EOC. Emergency communications and reporting procedures.
2	Develop and conduct training and education programs for ESF #14 personnel. Key training program considerations include, but are not limited to: • The assessment of equipment supplies and resources. • The assessment of roadways, bridges and other pieces of critical infrastructure following emergencies or disasters. • Training in the field and SEOC during emergency operations. • Train on use of WebEOC and other applications. • Emergency communications and reporting procedures including NIMS/ICS • Continuity of Operations; Mapping, GIS, and other applicable computer applications. • Emergency transportation and evacuation planning.
3	Maintain roster of essential primary and support agency contacts used in the event of emergency operations. Ensure critical information (address, cell, etc.) is captured.
4	Maintain a database to collect information on essential resources and equipment.
5	Develop lists of resources needs and work toward eliminating these shortfalls by securing funding, partnerships, or other activities.
6	Update mutual aid agreements, letters 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 needs.
7	Train personnel on standards and specifications for essential equipment related to emergency needs.
8	Train personnel on routine and emergency safety standards for field operations & EOC.
9	Exercise alternate transportation facilities, equipment, and assets for continuity of operations and essential transportation services.
10	Train ESF #14 personnel on policies and administrative rules that relate directly to ESF #14 and its ability to provide emergency assistance.

TABLE 6. ESF #14 MITIGATION TASKS

ESF #14 – MITIGATION TASKS	
1	Facilitate the 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 7. ESF #14 RESPONSE TASKS

	ESF #14 – RESPONSE TASKS
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 the ESF-6 Donations Management Team.
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 ESF7 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 communication outages 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 identification of 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 in order 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 as needed.
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 and ESF 3 to establish structural and operational re-entry standards for private sector facilities

TABLE 8. ESF #14 RECOVERY TASKS

	ESF #14 – RECOVERY TASKS
1	Provide information to SEOC Situation Unit as reports of private sector damage are received.
2	Coordinate with the IN Department of Insurance 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.
14	Coordinate with private sector/vendors to support permanent restoration of local, tribal and state emergency communications capabilities.
16	Coordinate business recovery loan assistance information.
17	Request feedback from ESF partners and adapt procedures to streamline processes
18	Coordinate with ESF 6 to dispatch available, trained volunteers to disaster area to assist business owners.
20	Document status of all private industry resources upon return from loaned status.
21	Solicit feedback from private sector and adapt procedures to streamline processes
22	Assemble and index all incident documentation.
23	Coordinate long-term recovery efforts with private sector organizations

APPENDIX A - COMMUNITY LIFELINES

Indiana has adopted the Federal Emergency Management Agency's (FEMA) seven community lifelines into our prevention, protection, response, recovery, and mitigation 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.

Stabilizing community lifelines is the primary effort during response activities.

ESFs deliver core capabilities to stabilize community lifelines for an effective response.

The seven community lifelines represent only the most basic services a community relies on and which,when stable, enable all other activity within a community. The lifelines are designed to enable emergency managers, infrastructure owners and operators, and other partners to analyze the root cause of an incident impact and then prioritize and deploy resources to effectively stabilize the lifeline. This construct maximizes the effectiveness of federally supported, state managed, and locally executed response.

Similar to the ESFs, other whole community organizations can work together to stabilize lifelines and meet disaster needs. The community lifelines do not directly cover all important aspects of community life that can be affected by an incident, including impacts to natural, historical, and cultural resources. For example, financial and economic issues important to the life and safety of affected individuals may also arise indirectly from impacts to lifelines during an incident. If disrupted, rapid stabilization of community lifelines is essential to restoring a sense of normalcy. Recent disasters have illuminated two underlying features of community lifelines that highlight opportunities to strengthen response planning and operations.

First, community lifelines are interdependent and vulnerable to cascading failures. For example, communications and electric power systems rely on each other to function; severe damage to one will disrupt the other. Most lifelines also rely on complex supply chains. Water and wastewater service depend on the resupply of a broad array of chemicals and—if power goes out—fuel for emergency generators. However, in a severe natural or human-caused incident, those supply chains themselves may be broken.

Second, community lifeline stabilization relies on businesses and infrastructure owners and operators who have the expertise and primary responsibility for managing their systems in emergencies. Accordingly, Indiana is working with developing planning coordination mechanisms needed to enable the private sector to play a larger, more comprehensive role in

preparedness and response activities. The community lifelines are composed of multiple components that encompass infrastructure, assets, and services.

TABLE 9. COMMUNITY LIFELINE COMPONENTS AND SUB-COMPONENTS

ALL 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, WATER, SHELTERING	HEALTH AND MEDICAL
• Hazard Mitigation • Law Enforcement / Security • Responder Safety • Search and Rescue • Fire Services • Government Service	• Evacuations • Food / Potable Water • Shelter • Durable Goods • Water Infrastructure • Agriculture Infrastructure	• Medical Care • Patient Movement • Public Health • Fatality Management • Medical Industry
ENERGY	COMMUNICATIONS	TRANSPORTATION
• Power (Grid) • Temporary Power • Fuel	• Infrastructure • 911 & Dispatch • Responder Communications • Alerts, Warnings, Messages	• Highway / Roadway Motor Vehicle • Mass Transit • Railway • Aviation • Maritime • Pipeline

HAZARDOUS MATERIAL
• Facilities • Incident Debris, Pollutants, Contaminants • Conveyance

TABLE 10. INDIANA LIFELINES / ESF / CORE CAPABILITIES CROSSWALK

LIFELINE SYMBOL	LIFELINE	COLLABORATIVE PLANNING TEAM	RELATED CORE CAPABILITIES
	Safety and Security ▪ Law enforcement, security ▪ Search and rescue ▪ Fire services ▪ Government service ▪ Responder safety ▪ Imminent hazard mitigation	▪ **ESF 13*** ▪ ESF 4 ▪ ESF 5 ▪ ESF 7 ▪ ESF 9 ▪ ESF 14 ▪ ESF 15 ▪ INNG ▪ Private security	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Environmental Response/ Health and Safety ▪ Fire Management and Suppression ▪ Mass Search and Rescue Operations ▪ On-scene Security, Protection, and Law Enforcement ▪ Situational Assessment
	Food, Water, Sheltering ▪ Evacuations ▪ Food, potable water ▪ Shelter ▪ Durable goods ▪ Water infrastructure ▪ Agriculture	▪ **ESF 6*** ▪ ESF 3 ▪ ESF 11 ▪ ESF 5 ▪ ESF 7 ▪ ESF 13 ▪ ESF 14 ▪ ESF15 ▪ INNG ▪ VOAD	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Critical Transportation ▪ Infrastructure Systems ▪ Logistics and Supply Chain Management ▪ Mass Care Services ▪ Situational Assessment
	Health and Medical ▪ Medical care ▪ Patient movement ▪ Public health ▪ Fatality management ▪ Healthcare supply chain ▪ Fire service	▪ **ESF 8*** ▪ ESF 4 ▪ ESF 5 ▪ ESF 7 ▪ ESF 14 ▪ ESF 15 ▪ INNG	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Environmental Response/Health and Safety ▪ Fatality Management Services ▪ Logistics and Supply Chain Management ▪ Public Health, Healthcare, and Emergency Medical Services ▪ Situational Assessment
	Energy ▪ Power (grid) ▪ Temporary power ▪ Fuel	▪ **ESF 12*** ▪ ESF 3 ▪ ESF 5 ▪ ESF 7 ▪ ESF 14 ▪ ESF 15 ▪ INNG	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Infrastructure Systems ▪ Logistics and Supply Chain Management ▪ Situational Assessment
* = COORDINATING UNIT			

LIFELINE SYMBOL	LIFELINE	COLLABORATIVE PLANNING TEAM	RELATED CORE CAPABILITIES
	Communications ▪ Infrastructure ▪ Alerts, warnings, messages ▪ 911 and dispatch ▪ Responder communications ▪ Financial services	▪ **ESF 2*** ▪ ESF 5 ▪ ESF 7 ▪ ESF 14 ▪ ESF 15 ▪ INNG	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Infrastructure Systems ▪ Operational Communications Situational Assessment
	Transportation ▪ Highway, roadway ▪ Mass transit ▪ Railway ▪ Aviation ▪ Maritime ▪ Pipeline	▪ **ESF 1*** ▪ ESF 5 ▪ ESF 7 ▪ ESF 14 ▪ ESF 15 ▪ INNG	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Critical Transportation ▪ Infrastructure Systems ▪ Situational Assessment
	Hazardous Material ▪ Facilities ▪ Hazardous debris ▪ Pollutants Contaminants	▪ **ESF 13*** ▪ ESF 4 ▪ ESF 5 ▪ ESF 7 ▪ ESF 10 ▪ ESF 14 ▪ ESF 15 ▪ INNG	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Environmental Response/Health and Safety ▪ Situational Assessment

TABLE 111. ORGANIZATIONS THAT SUPPORT ESF 14 DURING RESPONSE

ORGANIZATION	ESF 14
ESF 1: Transportation	✓
ESF 2: Communications	✓
ESF 3: Public Works and Engineering	✓
ESF 4: Firefighting	✓
ESF 5: Emergency Management	✓
ESF 6: Mass Care, Housing, and Human Services	✓
ESF 7: Resource Management	✓
ESF 8: Public Health and Medical Services	✓
ESF 9: Search and Rescue	✓
ESF 10: Oil and Hazardous Waste	✓
ESF 11: Food, Agriculture, and Natural Resources	✓
ESF 12: Energy	✓
ESF 13: Law Enforcement	✓
ESF 14: Cross-Sector Business and Infrastructure	✕
ESF 15: External Affairs	✓
Governor of Indiana	✓

COLORS INDICATE LIFELINE OR COMPONENT STATUS

STABLE: Green

- Minimal or no disruption in services to survivors
- **Note: Green components <u>may</u> still be severely impacted**

STABILIZING: Yellow

- Disruption to services provided by component capabilities is causing limited impacts to response efforts and survivors.
- A solution to the disruption has been identified, and has it been converted into a plan of action, resourced, and implemented.
- Limiting factors may inhibit response.

UNSTABLE: Red

- Disruption to services provided by component capabilities is causing significant impacts to response efforts and survivors.
- Requirements and solutions are not identified and/or there is no plan to deliver the solutions.
- Significant limiting factors may inhibit response.

UNKNOWN: Grey

- Impacts are unknown and/or extent of situation or necessary response is unknown.

ASSIGNING A LIFELINE STATUS

Assign lifeline statuses as incident circumstances evolve and through the course of response operations.

Stabilization targets will provide the baseline against which lifelines can be compared.

The flowchart shows an example of how responders may think through assigning lifelines a color status.

FIGURE 3. STATUS ASSIGNMENT FLOWCHART
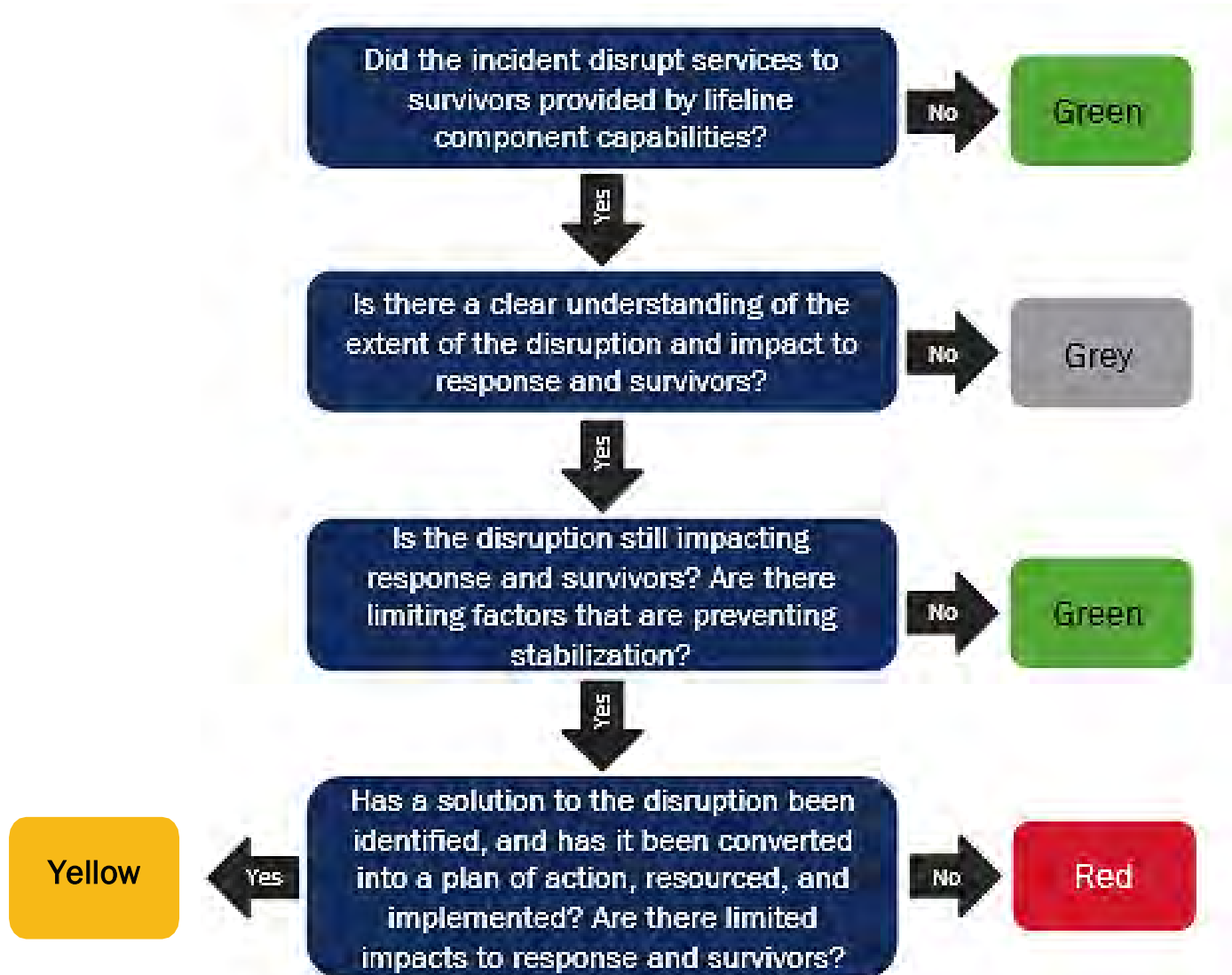
APPENDIX B – AUTHORITIES

FEDERAL

National Incident Management System (NIMS), October 2017
NIMS provides a consistent nationwide template for partners to work together to prevent, protect against, respond to, recover from and mitigate the effects of incidents.

Robert T. Stafford Disaster Relief and Emergency Assistance Act, August 2016
The Stafford Act is a United States federal law that provides a means of natural disaster assistance for state and local governments.

Sandy Recovery Improvement Act, 2013
The Sandy Recovery Improvement Act is a law that authorizes changes to the way FEMA delivers disaster assistance.

Post-Katrina Emergency Management Reform Act, 2006
The Post-Katrina Emergency Management Reform Act provides FEMA guidance on its mission and priorities; including its partnership with state and local governments.

STATE

Executive Order 17-02, January 2017
The Director of IDHS shall act as the chairperson of the Governor's Emergency Advisory Group.
Indiana Code 10-19-2, Department of Homeland Security Established
The Indiana Department of Homeland Security was established and the governor shall appoint an executive director.

LOCAL JURISDICTION

Indiana Code 36-1-3, Home Rule
Indiana's Home Rule grants municipalities the ability to govern themselves as them deem fit.

APPENDIX C – REFERENCE LIST

REFERENCE	TITLE / DESCRIPTION
STATE	Disaster Declaration Process
STATE	IDHS EOC Operations Webpage
FEMA	FEMA's ESF #14 - Cross-Sector Business and Infrastructure Annex, 2019
FEMA	FEMA Resource Typing Definition for Response Operational Coordination, 2017
FEMA	FEMA Resource Typing Definition for the National Qualification System Emergency Management, 2017
ALL-HAZARDS INCIDENT MANAGEMENT	Incident Management Training and Consulting All-Hazards Incident Management Team Response and Planning Guide, Second Edition 2019

APPENDIX D – ACRONYMS

ACRONYMS	FULL DESCRIPTION
AAR	After Action Report
ADA	Americans with Disabilities Act
ARES	Amateur Radio Emergency Service
BEOC	Business Emergency Operation Center
C-MIST	Communication Medical Independence Supervision Transportation
COOP	Continuity of Operations Plan
COP	Common Operating Picture
EAS	Emergency Alert System
EMA	Emergency Management Agency
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GETS	Government Emergency Telecommunications Service
HSEEP	Homeland Security Exercise and Evaluation Program
IC/UC	Incident Command/Unified Command
ICS	Incident Command System
IDHS	Indiana Department of Homeland Security
IMAT	Incident Management Assistance Team
IMT	Incident Management Team
IS	Independent Study
NGO	Non-Governmental Organization

NIMS	National Incident Management System
NGO	Non-Governmental Organization
POETE	Planning, Organization, Equipment, Training and Exercises
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
POETE	Planning Organization Equipment Training Exercise
RSF	Recovery Support Function
SEOC	State Emergency Operations Center
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SPR	Stakeholder Preparedness Report
SSA	Sector-Specific Agency
THIRA	Threat and Hazard Identification and Risk Assessment
WEA	Wireless Emergency Alerts

APPENDIX E – DEFINITIONS

TERM	DEFINITION
AMATEUR RADIO	The Amateur Radio Emergency Service (ARES) is a division of the American Radio Relay League and consists of licensed amateurs who have voluntarily registered themselves and their equipment for public communications service to the federal, state, county or local level government as well as to nonprofit organizations.
EMERGENCY ALERT SYSTEM	The Emergency Alert System (EAS) is a nationwide emergency alert program.
GETS CARD	The Government Emergency Telecommunications Service (GETS) provides a card to national security and emergency preparedness personnel that significantly increases the probability of completion for their phone calls when normal calling methods are unsuccessful.
INCIDENT MANAGEMENT ASSISTANCE TEAM (IMAT)	A team consisting of state employees capable of supporting local jurisdictions with onsite incident management, Emergency Operations Center management, resource coordination, technical support, subject matter expertise, and management capabilities, or functions as a state coordinating element
INCIDENT MANAGEMENT TEAM	A team that provides on-scene incident management support during incidents or events that exceed a jurisdiction's or agency's capability or capacity
INCIDENT PIO	The PIO that is in charge of overall messaging. The Incident PIO changes depending on the incident (example: IBOAH was designated as the Incident PIO during the Highly Pathogenic Avian Influenza Response in 2016)
INTEGRATED PUBLIC ALERT AND WARNING SYSTEM	The Integrated Public Alert and Warning System (IPAWS) is a modernization and integration of the nation's alert and warning infrastructure.

JOINT INFORMATION CENTER (JIC)	Forms under Unified Command to effectively manage communication resources and public messages when multiple organizations are involved in incident response or multi-agency event planning for major meetings and events
NOAA ALL-HAZARD WEATHER RADIO	The NOAA all-hazard weather radio is a 24-hour a day, 7-day a week continuous broadcast of weather information.
PUBLIC INFORMATION OFFICER (PIO)	Disseminates community information to the public
STATE EMERGENCY OPERATIONS CENTER (SEOC)	Functions as a central coordination center for subject matter experts and key organization personnel who facilitate an effective, direct, and coordinated response to the needs of the citizens of Indiana in the event of a natural disasters or significant events
WIRELESS EMERGENCY ALERTS (WEA)	Wireless Emergency Alerts (WEA) is a public safety system that allows customers who own certain wireless phone models and other enabled mobile devices to receive geographically targeted, text-like messages alerting them of imminent threats to safety in their area.