STATE OF INDIANA
EMERGENCY OPERATIONS PLAN

Base Plan

March 11, 2022

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PROMULGATION

Indiana faces disasters and emergencies which threaten the property, economy, environment, and general welfare of its citizens. The State of Indiana is committed to enhancing the state's resiliency by actively collaborating, communicating, and coordinating to prevent, protect, mitigate, respond, and recover from such events.

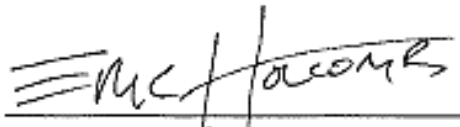
There may be times when normal, day-to-day procedures are not able to provide sufficient disaster response, and rapid implementation of extraordinary measures is required to minimize loss of life and property. The State of Indiana's Emergency Operations Plan (EOP) identifies key actions necessary to meet the challenges of a natural, technological, or human-caused emergency or disaster. It establishes a framework for policy and guidance for emergency management operations based on the results of statewide comprehensive threat and risk assessments and capability gap analysis.

Residents and all sectors of the community have a critical role and shared responsibility to take appropriate actions to protect themselves, their families, their properties, and organizations. Whole community preparedness planning serves as the focal point for building a collaborative, secure and more resilient Indiana. Planning partners include representatives from federal, state, tribal and local governments, public, non-profit, for-profit, and volunteer organizations, the Indiana National Guard, and members of the public.

The concept and assignment of responsibilities outlined in this plan shall serve as the basis for conducting emergency operations. It shall be the responsibility of all state agencies and organizations herein referenced to perform their assigned functional tasks and to prepare and maintain standard operating procedures. All responsible parties shall provide notice of revisions and improvements to the EOP and support it through training and exercises.

This plan is in accordance with existing federal and state statutes, including Indiana Code 10-14-3, Emergency Management and Disaster Law and supersedes all previous versions.

Therefore, by virtue of the authority vested in me as Governor of the State of Indiana, I hereby promulgate the State of Indiana Emergency Operations Plan. Furthermore, I charge the Executive Director of the Indiana Department of Homeland Security with responsibility for the implementation of this plan under emergency conditions and its ongoing development, as experience and changing conditions require.



Eric J. Holcomb
Governor of Indiana

3-11-22
Date

RECORD OF CHANGES

CHANGE #	CHANGE DESCRIPTION	DATE POSTED	PERSON(S) RESPONSIBLE
1	Revised entire plan; changed title of Comprehensive Emergency Management Plan (CEMP) to follow state statutory language to prepare and maintain a current state Emergency Operations Plan (EOP).	9/15/2020	Ashley Baldwin, IDHS Emergency Services Planning Manager
2	Conducted FEMA 6-Step Planning Process including procedural planning review process, incorporating whole community updates, recommendations, and modifications. This included revised EOP language, inclusion of community lifeline guidance, revised ESF 14 information, updated threat and hazard assessment data and lead and support agency responsibility.	8/12/2021	Janice Lee, Division Project Manager Peri Rogowski, State Planning Director
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RECORD OF DISTRIBUTION

DATE	AGENCY	METHOD OF DELIVERY
4/2022	Office of the Governor	Email and Hard-Copy
4/2022	IDHS Executive Director	Email and Hard-Copy
4/2022	IDHS Emergency Management Director	Email and Hard-Copy
4/2022	State Emergency Operations Center (2)	Email and Hard-Copy
4/2022	IDHS Emergency Management and Preparedness Division	Email
4/2022	State Fire Marshal	Email
4/2022	IDHS Division of Fire and Building Safety	Email
4/2022	IDHS Office of Administrative Services	Email
4/2022	All Support State Agencies Listed on Page 11	Email
4/2022	All Boards and Commissions Listed on Page 12	Email
4/2022	All Federal Organizations Listed on Page 12	Email
4/2022	All Other Supporting Agencies Listed on Page 12	Email
4/2022	Public	Website

EXECUTIVE SUMMARY

Protecting Indiana's citizens, resources, and critical infrastructure is a core responsibility of government. The mission of the Indiana Department of Homeland Security (IDHS) is working for Hoosiers to provide a safe, secure, and resilient Indiana. In accordance with in, the Indiana Department of Homeland Security is statutorily responsible for establishing and maintaining an all-hazards emergency management program for the State of Indiana and for assisting cities, counties and state agencies in planning and implementing their emergency management programs.

As a part of that responsibility, IDHS is required to develop and maintain the State of Indiana Emergency Operations Plan (EOP). The purpose of the EOP is to define the organizational structure, establish operational concepts, assign responsibilities, and outline coordination procedures for achieving the emergency management objectives. The EOP has been updated in its entirety and has undergone several changes. This includes changing the name of the document from a Comprehensive Emergency Management Plan (CEMP) to an Emergency Operations Plan. This change is in name only and complies with the title of the document outlined in IC 10-14-3-9.

The EOP plan will be reviewed and updated every 24 months. The EOP includes updates from FEMA's National Response Framework, Fourth Edition, dated October 28, 2019. In this edition, FEMA introduced and changed the classification of the Emergency Support Function #14 Cross-Sector Business and Infrastructure Annex, previously listed as Long-Term Recovery. The new ESF #14 helps to leverage existing coordination mechanisms between the government and 16 Critical Infrastructure Sectors.

The updated Framework also introduces the focus on outcomes-based response through the prioritization of the rapid stabilization of seven (7) Community Lifelines. The new ESF #14 supports 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. It also places additional emphasis on nongovernmental capabilities to include the role of individuals and private sector/industry partners in disaster response.

The EOP is established to coordinate and support State and Local government actions during an emergency or disaster event. The State Emergency Operations Center (SEOC) is always activated, but the IDHS Executive Director or a designee determines the appropriate activation level based on the severity of incidents and the level of effort necessary to provide the required support and coordination. According to IC 36-1-3, the Indiana Emergency Operations Plan recognizes and respects that Indiana is a home rule state, and as such, all incidents start and end at the local level under that jurisdictional authority. If an emergency or disaster

overwhelms resources and capability of a local jurisdiction, the Governor may exercise his/her authority to use the resources of state government.

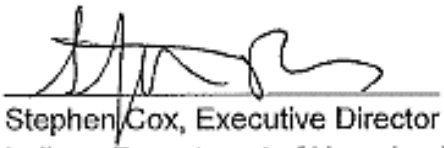
The EOP is designed to minimize disruption of state operations through establishing a system of collaboration by all state agencies during times of crisis. To meet this goal, it is imperative all state agencies and departments, and their personnel ensure they are prepared, trained, and execute their required roles and responsibilities in accordance with this plan. All State of Indiana agencies and departments are responsible for developing and maintaining up-to-date internal plans and procedures for carrying out assigned emergency functions as outlined in the Indiana EOP which includes agency and department Continuity of Operations (COOP) Plans.

The EOP and the sections contained herein are subject to and compliant with the National Incident Management System (NIMS). The EOP aligns with and supports the National Response Framework (NRF), National Disaster Recovery Framework (NDRF), and the Emergency Support Functions (ESF) Annexes. This system is scalable, flexible, and adaptable to deliver support to those jurisdictions in need of assistance.

Effective emergency response requires a united effort. For Indiana to successfully support local governments and communities impacted by emergency events, it is imperative for all stakeholders (local, tribal, state, and federal agencies) to work together to develop an operational plan for providing timely and coordinated emergency support to communities. The EOP documents this effort by being the centralized plan for Indiana's emergency operational framework, structure, and role assignments in such a response.

The EOP incorporates the emergency management concept of Emergency Support Functions (ESF) to facilitate the delivery of assets and resources most likely needed during the response phase of a disaster. ESFs can provide specialized assistance required by the overwhelming impact or specialized nature of a disaster. Each ESF is led by a primary agency or department. One or more agencies or departments are designated as support agencies or departments based on their resources and capabilities to support the function.

The listed departments and agencies agree to support and execute their assigned EOP functional responsibilities. Other agencies or departments referenced in Indiana Executive Order 17-02, or any Executive Order which replaces or supersedes but is not directly identified in the EOP, may also be called upon to support with additional resource needs during activation of the EOP.



Stephen Cox, Executive Director
Indiana Department of Homeland Security

3-11-2022
Date

PLANNING AGENCIES

Within each plan or annex, an agency, department, or organization has been given the designation of primary, supporting, nongovernmental or local agencies based on their authorities, resources, and capabilities. The primary agency identifies the appropriate support agencies that fall under a plan and 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, including 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 part of the Whole Community Planning Committee for the Indiana Emergency Operations Base Plan.

PRIMARY AGENCY

Indiana Department of Homeland Security (IDHS)

SUPPORTING STATE AGENCIES

With coordination from IDHS, Indiana state agencies will strive to build, maintain, and promote a process of effectively preparing for, protecting against, mitigating against, responding to, and recovering from the challenges and demands of hazards which could affect our citizens and communities.

IN Bureau of Motor Vehicles	IN Housing & Community Development Authority
IN Department of Administration	IN Intelligence Fusion Center
IN Department of Agriculture	IN Law Enforcement Academy
IN Department of Child Services	IN National Guard
IN Department of Correction	IN Office of Community and Rural Affairs
IN Department of Education	IN Office of Energy Development
IN Department of Environmental Management	IN Office of Technology
IN Department of Health	IN Office of the State Treasurer
IN Department of Insurance	IN State Board of Animal Health
IN Department of Labor	IN State Budget Agency
IN Department of Natural Resources	IN State Excise Police
IN Department of Transportation	IN State Personnel Department
IN Department of Workforce Development	IN State Police
IN Economic Development Corporation	IN Utility Regulatory Commission
IN Family & Social Services Administration	Indiana 2-1-1
IN Governor’s Office	Integrated Public Safety Commission
IN Governor's Council on Disabilities	Officer of Indiana State Chemist

STATE BOARDS AND COMMISSIONS

Board of Firefighting Personnel Standards & Education	IN Executive Council on Cybersecurity
Fire Prevention & Building Safety Commission	IN Homeland Security Foundation
IDHS Senior Advisory Committee	IN Secured School Safety Board
IN Emergency Medical Services Commission	IN State Fair Commission
IN Emergency Response Commission	The Ports of Indiana Commission

FEDERAL ORGANIZATIONS

Cybersecurity & Infrastructure Security Agency	U.S. Customs and Border Patrol
Federal Aviation Administration	U.S. Department of Agriculture
Federal Bureau of Investigations	U.S. Department of Defense
Federal Emergency Management Agency	U.S. Department of Homeland Security
National Weather Service	U.S. Department of Interior
Transportation Security Administration	U.S. Department of Justice
U.S. Army Corp of Engineers	U.S. Health and Human Services
U.S. Coast Guard	U.S. Marshals Service

OTHER SUPPORTING AGENCIES

American Red Cross of IN	IN Fire Chief's Association
Aviation IN	IN Healthcare Coalitions
Civil Air Patrol	IN Search and Rescue Association
Colleges & Universities	IN Sheriff's Association
Community Emergency Response Teams	IN Task Force One
Community Hospitals and Ambulance Providers	IN Veterinary Medicine Association
Community Aging and Nursing Home Providers	IN Voluntary Organizations Active in Disaster
Community Houses of Worship	Indianapolis Airport Authority
Community Organizations Active in Disaster	Local 911 Dispatch Centers
County Emergency Management Agencies	Local Emergency Planning Councils
Critical Infrastructure Sector Agencies	Private-Public Partnership Organizations
District Planning Councils	Polis Center at IUPUI
Emergency Management Alliance of IN	Purdue Extension Network
IN Animal Disease Diagnostic Lab	Purdue Plant & Pest Diagnostic Lab
IN Association of County Commissioners	Salvation Army
IN Farm Bureau	Veterans Service Organizations

EMERGENCY MANAGEMENT ACCREDITATION PROGRAM (EMAP) COMPLIANCE

The Indiana Department of Homeland Security follows the 2019 Emergency Management Accreditation Program (EMAP) Emergency Management Standard to ensure quality and standardization in emergency management programs.

TABLE 1. EMAP COMPLIANCE TABLE

EMAP STANDARD	STANDARD COMPONENT	PLAN SECTION
4.4	**OPERATIONAL PLANNING PROCEDURES**	
4.4.2	**The Emergency Operations, Recovery, Continuity of Operations and Continuity of Government Plans address the following:**	
	(1) purpose and scope or goals and objectives	EOP Base Plan
	(2) authority	EOP Base Plan
	(3) situation and assumptions	EOP Base Plan
	(4) functional roles and responsibilities for internal and external agencies, organizations, departments, and positions	EOP Base Plan
	(5) logistics support and resource requirements necessary to implement the plans	EOP Base Plan
	(6) concept of operations	EOP Base Plan
	(7) a method and schedule for evaluation, maintenance, and revision	EOP Base Plan
4.4.3	**The Emergency Operations Plan (EOP) identifies and assigns specific areas of responsibility for performing functions in response to an emergency / disaster. Areas of responsibility to be addressed include the following:**	
	(1) administration and finance	EOP Base Plan, plus Administrative discussion within each Annex

4.4.3 continued	(2) agriculture and natural resources	ESF #11 – Food, Agriculture and Natural Resources Annex
	(3) alert and notification	ESF #2 – Communications Annex, ESF #15 – External Affairs
	(4) communications	ESF #2 – Communications Annex, ESF #15 External Affairs
	(5) critical infrastructure and key resource restoration	EOP Base Plan, ESF #2 – Communications Annex, ESF-12 – Energy Annex, Infrastructure Systems Recovery Annex, Environmental Recovery Annex
	(6) damage assessment	Damage Assessment Recovery Annex
	(7) debris management	Debris Management Recovery Annex
	(8) detection and monitoring	ESF #8 – Public Health Annex
	(9) direction, control, and coordination	Each Annex by specific topic
	(10) donation management	Donations Management Recovery Annex
	(11) emergency public information	ESF #15 External Affairs Annex, plus External Affairs Administrative Annex
	(12) energy and utilities services	ESF #3 – Public Works Annex, plus ESF-12 Energy Annex

4.4.3 continued	(13) evacuation and shelter-in- place	Evacuation and Shelter-in-Place Support Annex
	(14) fatality management and mortuary services	ESF #8 – Public Health, Mass Casualty / Fatality / Mortuary Annex
	(15) firefighting/fire protection	ESF #4 – Fire and EMS Annex
	(16) food, water, and commodities distribution	ESF #6 – Mass Care Annex
	(17) hazardous materials	ESF #10 – Oil and Hazardous Material Annex and Hazmat Incident Annex
	(18) information collection, analysis, and dissemination	ESF #5 – Information and Planning Annex and Critical Information Requirements Administrative Annex
	(19) law enforcement	ESF #13 – Public Safety and Security Annex
	(20) mass care and sheltering	ESF #6 – Mass Care Annex
	(21) mutual aid	EOP Base Plan, ESF #2 – Communications Annex, ESF #4 – Fire and EMS Annex
	(22) private sector coordination	ESF #14 – Cross-Sector Business and Infrastructure Annex
	(23) public health and medical services	ESF #8 – Public Health Annex, Disaster Mental Health Annex
	(24) public works and engineering	ESF #1 – Transportation Annex and ESF #3 Public

4.4.3 continued		Works Annex
	(25) resource management and logistics	ESF #7 – Logistics and Resource Support Annex
	(26) search and rescue	ESF #9 – Search and Rescue Annex
	(27) transportation systems and resources	ESF #1 – Transportation Annex
	(28) volunteer management	Volunteer Management Annex
	(29) warning	ESF #15 External Affairs Annex, External Affairs Administrative Annex
4.4.4	The Recovery Plan addresses short and long-term recovery priorities. The Plan provides guidance for restoration of identified critical functions, services/programs, vital resources, facilities, and infrastructure to the affected area.	EOP Base Plan Concept of Operations and Individual Recovery Annexes by specific subject area
4.4.7	The Emergency Management Program has procedures to implement all plans Identified in Standard 4.4.1. Procedures are applicable to all hazards identified in Standard 4.1.1. Procedures reflect operational priorities including: • life, safety, and health. • property protection. • environmental protection. • restoration of essential utilities. • restoration of essential program functions; coordination among appropriate stakeholders.	EOP Base Plan Concept of Operations and Continuity of Government Support Annex, and Recovery Annexes
4.4.8	The Emergency Management Program has procedures to guide situation analysis and damage assessment, situation reporting and incident action planning.	ESF #5 Information and Planning Annex, Damage Assessment Recovery Annex
4.4.9	The Emergency Management Program has a method and schedule for evaluation, maintenance, and revision of the procedures identified in Standards 4.4.7 and 4.4.8.	EOP Base Plan

PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

PURPOSE

The purpose of the State of Indiana Emergency Operations Plan (EOP) is to provide a statewide framework for the effective coordination of response operations during large-scale or complex emergencies and disasters in support of local governments before, during, and after disasters or emergencies. A critical component of the EOP documents planning efforts is reflective of operational priorities in the following order:

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

The EOP reflects an all-hazards approach which allows for unique planning and response considerations for those specific hazards requiring special attention. The framework outlines the coordinated and integrated structure that state government agencies, along with designated private sector partners and nongovernmental organizations, operate from when supporting local governments to mitigate, prepare for, respond to, and recover from the effects of emergencies regardless of cause, size, location, or complexity. The EOP incorporates and complies with the principles and requirements found in federal and state laws, regulations, and guidelines. Because Indiana is committed to a whole-community preparedness approach, the EOP and those involved in emergency preparedness planning strive to meet the needs of all Hoosiers, including people with access and functional needs.

The EOP and its Annexes define roles and responsibilities for state emergency management functions, establish the conditions under which state resources are mobilized and describe the organizational concepts and structures used to coordinate actions of state entities and other levels of government. The identification and organization of assigned roles among stakeholder entities are based on their unique resources and capabilities for emergency support efforts. Furthermore, it utilizes the Emergency Support Function (ESF) concept to apply the State resources and describes the responsibilities of State agencies in executing effective response and recovery operations.

By clarifying the actions of public and private partners during emergencies, Indiana can better protect the people, property, and prosperity of the citizens. The EOP directs coordination and support from state agencies and departments, and between the state, nongovernmental, and private organizations involved in emergencies or disasters.

The EOP consists of four components: (1) Base Plan, (2) Emergency Support Function (ESF) Annexes, (3) Support Annexes and (4) Hazard-Specific Annexes

TABLE 2. EOP FOUR COMPONENTS AND DESCRIPTION

COMPONENT	DESCRIPTION
Base Plan	Establishes fundamental policies and assumptions for statewide emergency management, outlines the state's vulnerabilities to potential hazards, establishes an emergency management concept of operations and outlines federal, state, tribal, and local relationships, and responsibilities. The Base Plan includes situation, scope, planning assumptions, roles and responsibilities, incident management actions, plan maintenance instructions, and legal authorities.
Emergency Support Function (ESF) Annexes	The ESF Annexes identify the primary and supporting agencies for each function. Primary and supporting agencies will designate an ESF Point of Contact to coordinate incident response. The Annexes identify tasks associated to each ESF, including nongovernmental and private sector partners.
Support Plans	Describes the framework through which state, local and tribal entities, along with volunteer and nongovernmental organizations coordinate and execute the common functional processes and administrative requirements necessary for efficient and effective incident management.
Hazard, Threat, or Incident-Specific Plan	Addresses specific catastrophic and hazard, threat, or incident-specific plans / annexes. These plans / annexes address special considerations and priorities generated by certain hazards affecting the state and the corresponding actions required to cope with them. They describe the policies, situation, Concept of Operations (CONOPS), and responsibilities for hazards, threats, or incidents.

STATE AND FEDERAL ALIGNMENT

The EOP aligns with federal guidelines by supporting the U.S. Department of Homeland Security's National Preparedness System (NPS) which outlines an organized process for everyone in the whole community to move forward with their preparedness activities and achieve the National Preparedness Goal (NPG). The NPG defines what it means for the whole community to be prepared for all types of disasters and emergencies.

The National Preparedness Goal itself is succinct: *"A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk."*

The EOP complies with Homeland Security Presidential Directive 5 (HSPD-5), Presidential Policy Directive 8 (PPD-8), and the five National Planning Frameworks. There is one Framework for each of the five preparedness mission areas: Prevention, Protection, Mitigation, Response and Recovery.

Indiana has been assigned a FEMA Integration Team made up of various FEMA personnel that provides invaluable technical guidance and assistance regarding grants, planning, exercise, training, response, and recovery programs.

NATIONAL INCIDENT MANAGEMENT SYSTEMS (NIMS)

Indiana Executive Order 17-02 (https://www.in.gov/gov/files/EO_17-02.pdf) directs that all responders will use NIMS as the state standard for all incident management in the State of Indiana. NIMS provides a standardized framework for incident management process, protocols, and procedures regardless of the cause, size, or complexity of the incident. NIMS provides the nation's first responders and authorities with the same foundation for incident management for all hazards.

SYSTEM INCIDENT COMMAND (ICS)

Incident Command System (ICS) is a critical component of NIMS and is used to manage all incidents. ICS is used to organize on-scene operations for a broad spectrum of emergencies

from small to complex incidents, both natural and man-made. The field response level is where public safety and emergency management personnel, under command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. Resources from the federal, state, tribal, or local levels, when appropriately deployed, become part of the field ICS as prescribed by the local authority. ICS is used by all levels of government – federal, state, tribal, and local – as well as by many nongovernmental organizations (NGOs) and the private sector. ICS is applicable across disciplines.

MULTI-AGENCY COORDINATION SYSTEMS (MACS)

Multi-Agency Coordination System (MACS) is a cornerstone of comprehensive emergency management. Fundamentally, MACS provide support, coordination, and assistance with policy-level decisions to the ICS structure managing an incident. MACS may be required on large or wide-scale incidents that require higher-level resource management or information management.

UNITY OF EFFORT THROUGH AREA and UNIFIED COMMAND

Area / Unified Command (UC) is an organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed and ensure that objectives are met, and strategies followed.

Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.

Unified command enables unity of effort when no single jurisdiction, agency, or organization has primary authority and/or the resources to manage an incident on its own. Members of the UC will work together to develop a common set of incident objectives and strategies, share information, maximize the use of available resources, and enhance the efficiency of the individual response organizations.

UC members shall represent an appropriate level of authority in their respective organizations and agencies as well as the resources to carry out their responsibilities. The UC members may change as the response transitions out of emergency response into recovery.

PUBLIC INFORMATION

Public information consists of processes, procedures, and systems to communicate timely, accurate and accessible information on the incident's cause, size and current situation to the public, responders, and additional stakeholders. Public information must 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, as well as the actions being taken and the assistance being made available, as appropriate.

NIMS stresses that the success of incident response and recovery operations depends on the availability and redundancy of critical communications systems to support connectivity to internal organizations, other departments or jurisdictions, and the public.

The State of Indiana and its agencies, as well as local jurisdictions, will strive to achieve interoperable communications, including testing their communications equipment monthly to assess the adequacy to support essential functions and activities and ability to communicate with first responders, emergency personnel, federal and state governments, other agencies and organizations and the general public.

SCOPE

The State of Indiana Emergency Operations Plan (EOP) describes the general emergency operations concepts that normally apply in all disasters and emergencies requiring a state level response. The EOP also identifies various emergency management partners at the local, state, and federal government level, as well as the private sector. This revised version of the State EOP also introduces Community Lifelines.

The Federal Emergency Management Agency (FEMA) defines Community Lifelines as those services that enable the continuous operation of critical government functions and business and are essential to human health and safety, or economic security. Although the protection of life, safety, and health of citizens is always the top priority for decision makers, Community Lifelines provides additional services and structures. The seven Community Lifelines represent the most basic services a community relies on and which, when stable, enable all other activities 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 document provides structure for implementing state-level policy and operational coordination for incident response. It can be partially or fully implemented in the context of a threat, in anticipation of a major event, or in response to a major disaster or incident. Selective implementation allows for a scaled response, delivery of the exact resources needed and a level of coordination appropriate to each incident within the affected geographic area.

The EOP emphasizes how critical it is for state partners to work together with local governments to support community requests for assistance before, during, and after emergency events within Indiana. During an emergency or disaster, those closest to the

impacted areas – individuals, families, neighbors, businesses, and emergency responders comprising the community, are the first ones active in response. Local partners know their community's needs, capabilities, and resources best and are positioned to have the most effective impact in the aftermath of an incident.

Locally executed response focuses on how the complex network of local, voluntary, and private sector organizations integrate their capabilities to restore damaged infrastructure, restart the flow of products and services, and place essential items into the hands of survivors. Local governments and communities, therefore, provide the true operational coordination for executing an effective response and can draw on the support of additional state and federal resources when their own resources prove insufficient.

The National Incident Management System (NIMS) emphasizes all emergency incidents begin and end locally. Local governments are therefore responsible for commanding and leading emergency response and recovery efforts.

If local government resources are overwhelmed by an event, then the local government may request state government support and resources. If state government resources are overwhelmed, the state can request federal assistance through the Federal Emergency Management Agency (FEMA) Resource Request Process or Emergency Management Assistance Compact (EMAC).

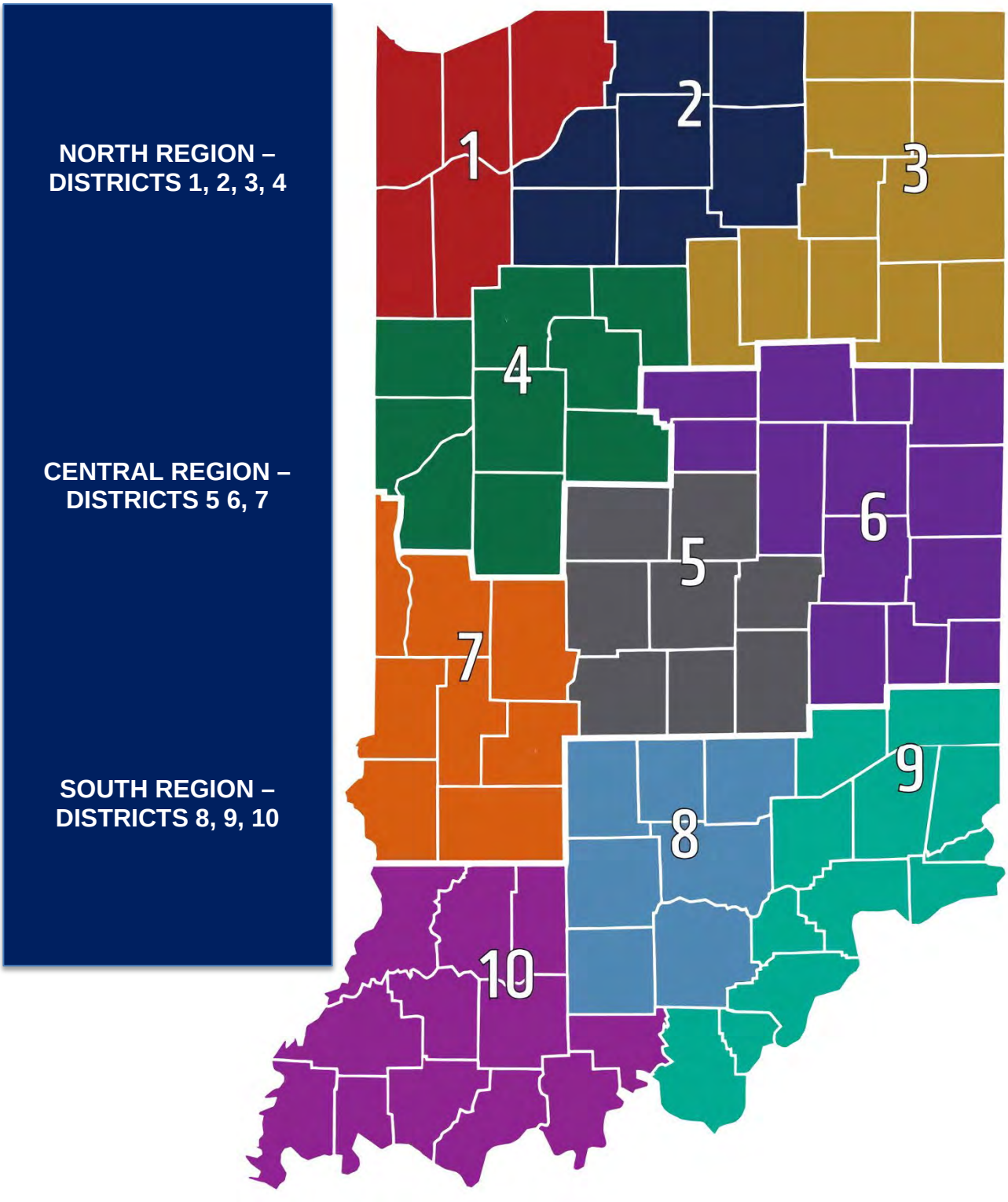
The EOP planning process focuses on:

- All-hazards (natural, technological, and human-caused hazards)
- All-phases (prevention, protection, mitigation, response, and recovery phases).
- All-stakeholders (local, state, tribal, federal government, private sector, volunteers, citizens, community, and nongovernmental organization stakeholders).

The EOP provides for:

- A scalable and integrated framework for agencies and sectors that may be required to assist or conduct operations at any point before, during or after an emergency or disaster.
- These incidents require a high level of coordination by an appropriate combination of state, local, tribal, private sector, and nongovernmental entities.
- A flexible and adaptable framework allowing for changing conditions and for factors that were not yet identified or anticipated in the planning process.
- An all-hazard approach allowing for plan implementation under all types of emergencies considering catastrophic disaster situations.
- The EOP Base Plan *does not* provide specific detailed operating procedures which exists within each primary and support agency's doctrine and support annex.

FIGURE 1. STATE OF INDIANA MAP WITH HIGHLIGHTED DISTRICTS AND REGIONS



SITUATION

Located in the Great Lakes region of the United States, Indiana is the 17th most populous state and 38th in terms of land area. It is comprised of 92 counties and the Pokagon Band of Potawatomi and the Miami Tribe of Oklahoma covering more than 36,418 total square miles.

There are 681 census places, 16 metropolitan statistical areas (MSA), and 25 micropolitan statistical areas. Indiana is divided into 10 districts and 3 regions (Figure 1) to coordinate disaster activities more effectively such as response, damage assessment, preparedness, and outreach and education.

In 2020, as highlighted on the Indiana's Public Data Utility STATS Indiana webpage located at https://www.stats.indiana.edu/, the estimated population of the state was approximately 6.7 million people. The median age in Indiana is 37.9 years old, but 16.1% of the population are 65 years and older. It is estimated approximately 19% of the population may require access and functional needs during an emergency or disaster and 8.8% of the state population speak a language other than English. As of May of 2020, Indiana ranks 19th in the nation for its gross domestic product of $371,629 billion and is home to 8 Fortune 500 companies ranking at 20th.

The state is exposed to many hazards which have the potential of causing casualties, damaging, or destroying private or public property and disrupting the state's economy. In any crisis, or emergency, Indiana's foremost concern is for the protection of human life and property.

The topography of Indiana is very diverse and is divided into three major regions: The Till Plains, the Great Lakes Plains and the Southern Plains and Lowlands. Central Indiana has flat, fertile farm ground with Northern Indiana becoming hilly towards the Lake Region.

Southern Indiana has rolling hills and boasts the highest elevation in the state known as "Hoosier Hill". Hoosier Hill is 1,257 feet above sea level and located in a rural area of Franklin Township in Wayne County. The lowest point is at 320 feet above sea level and is in Posey County, where the Wabash River meets the Ohio River. The resulting elevation span of 937 feet is the narrowest of any noncoastal U.S. state. The Hoosier National Forest and many caves are in Southern Indiana.

Indiana has 593 square miles of water area, according to the U.S. Geological Survey (USGS), which includes its many lakes, rivers, and reservoirs. According to the Indiana Department of Natural Resources (IDNR) and National Hydrography Dataset, Indiana's total border is 1059 miles.

The Wabash River flows over 400 miles and drains about 3/4 of the 92 counties in Indiana. The remaining 1/4 drains into Illinois. The Wabash River is the longest free-flowing river east of

the Mississippi. Other major water tributaries include the White, Tippecanoe, Patoka, Mississinewa, and the Salamonie rivers.

Indiana sits on two of the largest fault lines in the Central United States. The Wabash Valley Seismic Zone is centered in the valley of the lower Wabash River and runs along the Indiana and Illinois border, beginning just south of Indianapolis. The New Madrid Seismic Zone is located near where the Mississippi River meets the Ohio River in Cairo, Illinois.

Indiana's economic impact extends beyond its borders, encompassing international travel, natural gas and fuel supply pipelines, agricultural commodities, regional power generation, and the national distribution of goods and services.

Indiana is a hub of transportation activity. According to the Indiana Department of Transportation (INDOT) (https://www.in.gov/indot/), there are more than 78,000 miles of road (urban and rural) including 16 Interstate highways.

There are 3650 route miles of railroads and three international airports with several regional and local airports throughout Indiana. Three maritime port facilities (located in Jeffersonville, Mount Vernon, and Portage) ship about 70 million tons of cargo by water annually, which ranks 14th among all U.S. states.

Indiana produces approximately 35 million tons of coal each year, primarily used in making electricity. Mining companies use modern reclamation practices that restore the mined areas into cropland, forests, lakes, and other sites for reuse. Indiana limestone (properly named Salem Limestone) is mined in the south-central area of the state and is used worldwide. The state also produces lime for agriculture and steel production. Indiana mines also produce sand, gravel and sandstone used in building materials.

More than half of Indiana's border is water, which includes 400 miles of direct access to two major freight transportation arteries: the Great Lakes/St. Lawrence Seaway (via Lake Michigan) and the Inland Waterway System (via the Ohio River). The Ports of Indiana manages three major ports which include Burns Harbor, Jeffersonville, and Mount Vernon.

In Evansville, three public and several private port facilities receive year-round service from five major barge lines operating on the Ohio River. Evansville has been a U.S. Customs Port of Entry for more than 125 years. Because of this, it is possible to have international cargo shipped to Evansville in bond. The international cargo can then clear Customs in Evansville rather than a coastal port.

HAZARD AND THREAT SUMMARY

Indiana is vulnerable to the effects of natural, human-caused, and technological hazards. Hazards are defined as a source of potential danger or adverse conditions. Each hazard has

an expected frequency, or probability, which is simply a calculation of how likely it is to occur in a given time, such as a year. Part of the hazard analysis is based on the worst-case scenario for hazards and their effects. Indiana is exposed to many threats and hazards which have the potential of causing casualties, damaging, or destroying public or private property and disrupting the state's economy. There are locations in Northern Indiana located in the Ingestion Pathway of nearby nuclear power plants. Specific characteristics, such as population distribution, land development, weather patterns and topography all promote unique challenges for managing emergencies and disasters. In any crisis or emergency, Indiana's foremost concern is for the protection of human life and property.

TABLE 3. INDIANA'S TOP THREATS AND HAZARDS

INDIANA'S TOP THREATS AND HAZARDS INCLUDE:
Cybersecurity Attack (and cascading effects)
Flood
Severe Thunderstorm (including Lightning)
Human Disease Outbreak
Domestic Terrorism (including active shooter)
Tornado
Hazardous Material - Transportation Incident
Communication Failure
Public Utility Failure
Winter Storms (including Ice Storms)
Highway Transportation Incident
Earthquake
Arson
Animal Disease Outbreak

For the state aggregated list of rated hazards and threats, refer to Annex A.

The Indiana Standard Hazard Mitigation Plan (SHMP) seeks to examine the disasters that have impacted the state, identify high-risk communities and areas of vulnerability, and explore emerging threats. It is the basis by which the State encourages local jurisdictions to adopt sound mitigation principles and activities and allows the State to provide technical assistance and funding opportunities to help communities become more resilient to disasters. All the assistance provided through federal and state funding has been, and will continue to be,

granted to local and state agencies within the scope and guidance provided as required by federal, state, tribal, and local rules, laws, and regulations.

The goal of mitigation is to reduce the future impacts of a hazard including loss of life, property damage, disruption to local and regional economic activity, and the expenditure of public and private funds for recovery. Sound mitigation must be based on sound risk assessment. A risk assessment involves quantifying the potential losses resulting from a disaster by assessing the vulnerability of buildings, critical infrastructure, and people. It considers historical data but must be sensitive to emerging trends in climate and weather events to adapt mitigation activities accordingly and remain cost effective.

In addition to the traditional threats and hazards the state assesses, Indiana's more than 1,400 miles of interstate roads – along with three international airports, three maritime ports, and 3650 route miles of railroads – makes the state a strategic area for the transport of drugs and money by drug traffickers. This also drastically increases the cost of police and Emergency Medical Service (EMS) resources and thus decreases response capability.

In 2019, there were more than 74,000 arrests for narcotics in Indiana. Most of these arrests – 67,412 – were for charges of possession of narcotics and paraphernalia. There were 6,699 arrests for significant drug offenses. The Indiana Intelligence Fusion Center (IIFC) defines a significant drug offense as one resulting in arrest for dealing, manufacturing, or possession with intent to distribute of any narcotic or any prescription drug arrests on charges other than possession.

In 2019, the Indiana State Police seized more than 3,500 pounds of narcotics and more than $1.1 million in cash. Unfortunately, Indiana had 1,637 opioid deaths in 2019 and 2,151 deaths in 2020, an increase of 31.4 percent. Indiana is ranked 16th in national opioid deaths. Indiana has experienced a 68% increase in currently naloxone administration by Emergency Medical Services (EMS) in 2020 compared to January through September 2019, largely due to the impact of COVID-19. The state has a naloxone administration heat map, providing first responders and government partners with information to make more informed decisions about where to place resources. On July 1, 2020, Indiana became the first state in the nation to fully reimburse EMS providers for the administration of naloxone and the medication itself through the state's Medicaid program.

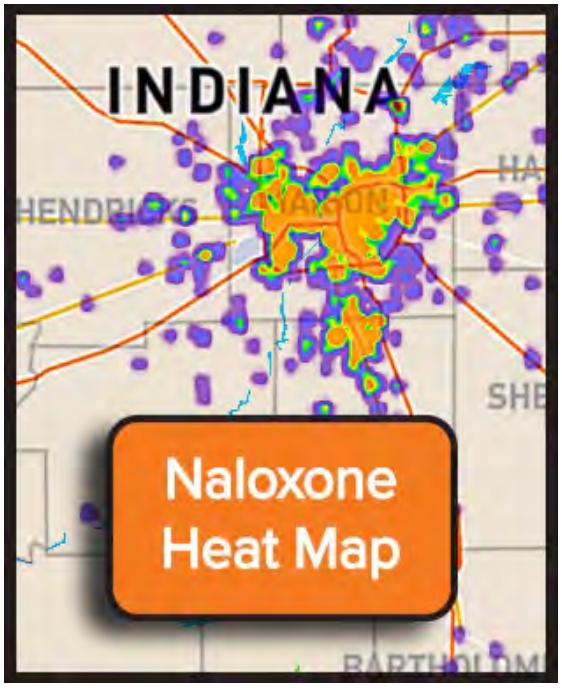


TABLE 4. HAZARD AND THREAT CATEGORIES

NATURAL HAZARDS

BIOLOGICAL	GEOPHYSICAL	HYDROLOGICAL	METEOROLOGICAL	CLIMATOLOGICAL
• Human Disease Outbreak / Epidemic o Viral Infectious Diseases o Parasitic Infectious Disease • Insect Infestation • Animal Stampede • Invasive Species	• Earthquake • Mass Movement (Dry) o Rockfall o Landslide o Avalanche o Subsidence	• Flood o General Flood o Flash Flood o Storm Surge o Seiche • Mass Movement (Wet) o Rockfall o Landslide o Subsidence o Sinkhole	• Storm • Lightning • Tropical Cyclone • Extra-Tropical Cyclone • Tornado • Solar Flares	• Extreme Temperature o Heat Wave o Cold Wave • Extreme Winter Weather o Blizzard • Derechos • Drought • Wildfire • Land Fire • Climate Change
		HYDRO-METEOROLOGICAL		

HUMAN-CAUSED HAZARDS

UNINTENTIONAL	INTENTIONAL	
• Chemical Spill * • Hazardous Spill * • Fire * • Explosion * • Structural Collapse • System Error Yielding Failure	• Active Shooter • Armed Assault • Arson * • Chemical / Biological Attack * • Civil Unrest / Disobedience • Cyber-Attack	• Electro Magnetic Pulse (EMP) * • Explosives Attack * • Improvised Nuclear Attack * • Nuclear Terrorist Attack * • Radiological Attack * • Violent Extremists

* = Also, a Technological Hazar

TECHNOLOGICAL HAZARDS

UNINTENTIONAL OR INTENTIONAL	
• Biological Attack • Chemical Attack • Dam Failure • Electro Magnetic Pulse (EMP) • Fire • Hazardous Material Release • Improvised Nuclear Attack • Industrial Accident	• Mine Accident • Nuclear Terrorist Attack • Pipeline Explosion • Radiological Release • Train Derailment • Transportation Accident • Urban Conflagration • Utility Disruption

FIGURE 2. VERIFIED INDIANA TORNADOES (1950 - 2020)

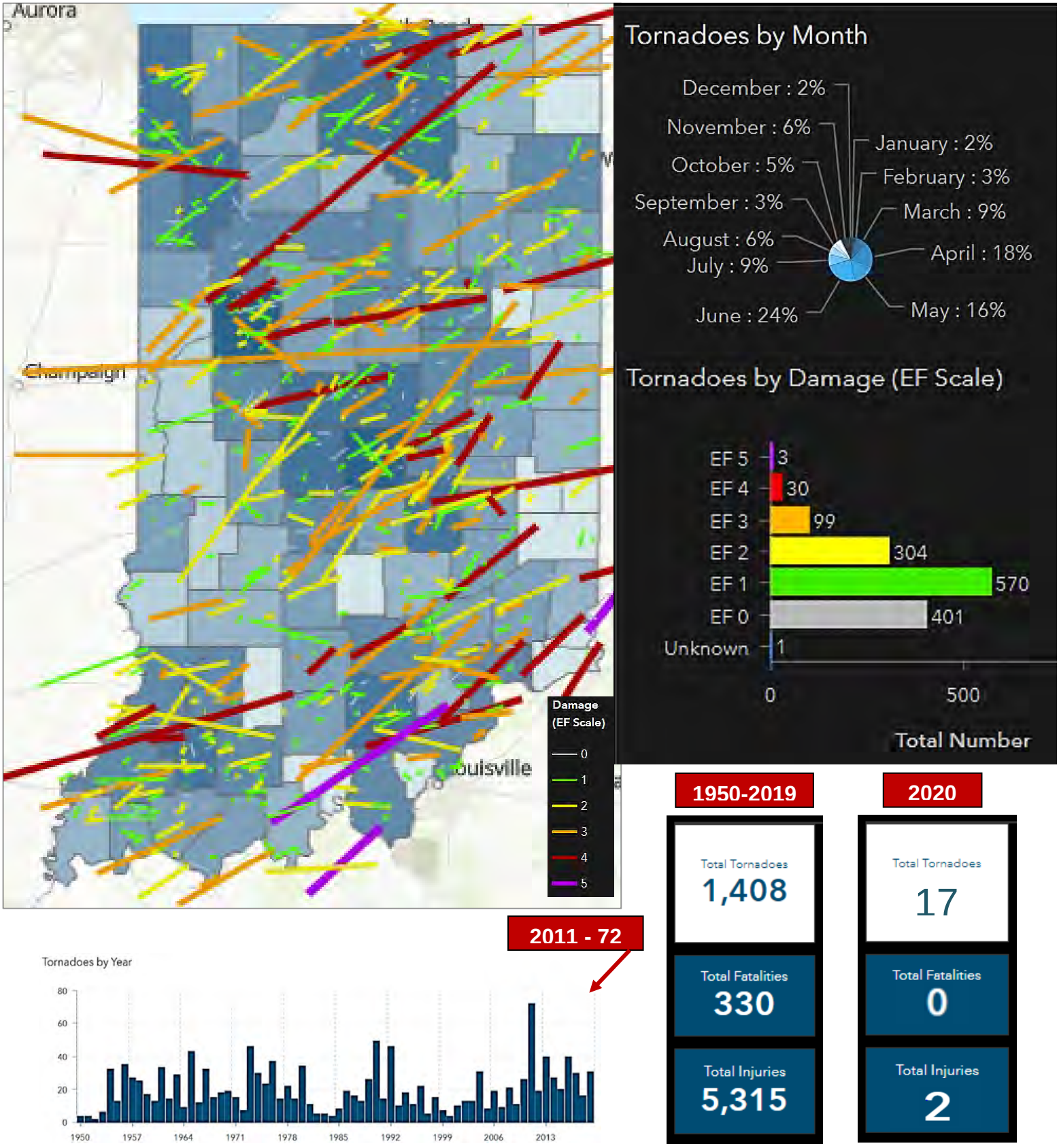
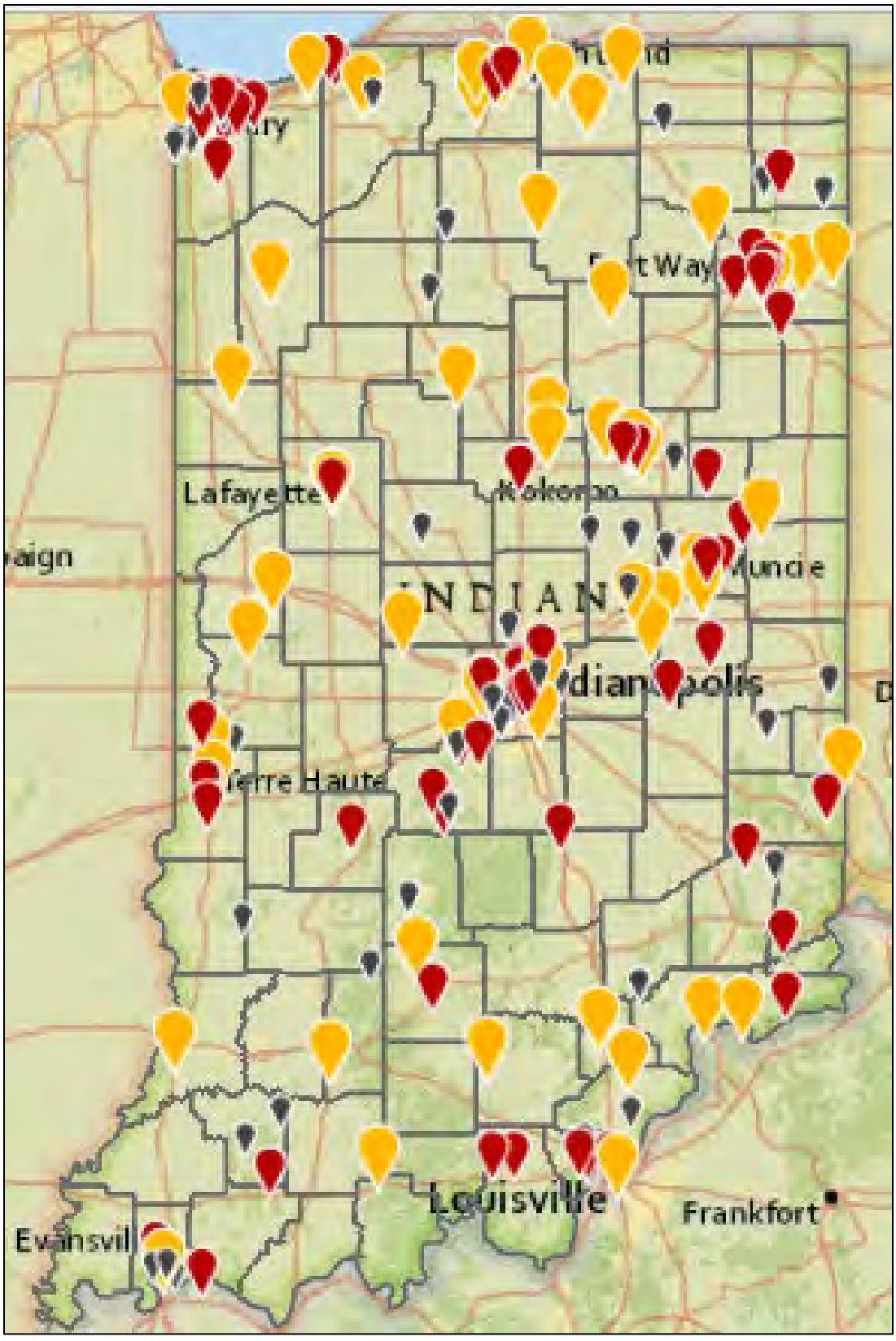


FIGURE 3. RESIDENTIAL ADULT AND JUVENILE FIRE FALTALIES – 2019 – 2021



2019

Total Fatalities: 86

Adult Fatalities: 78

Juvenile Fatalities: 8

2020

Total Fatalities: 74

Adult Fatalities: 63

Juvenile Fatalities: 11

2021

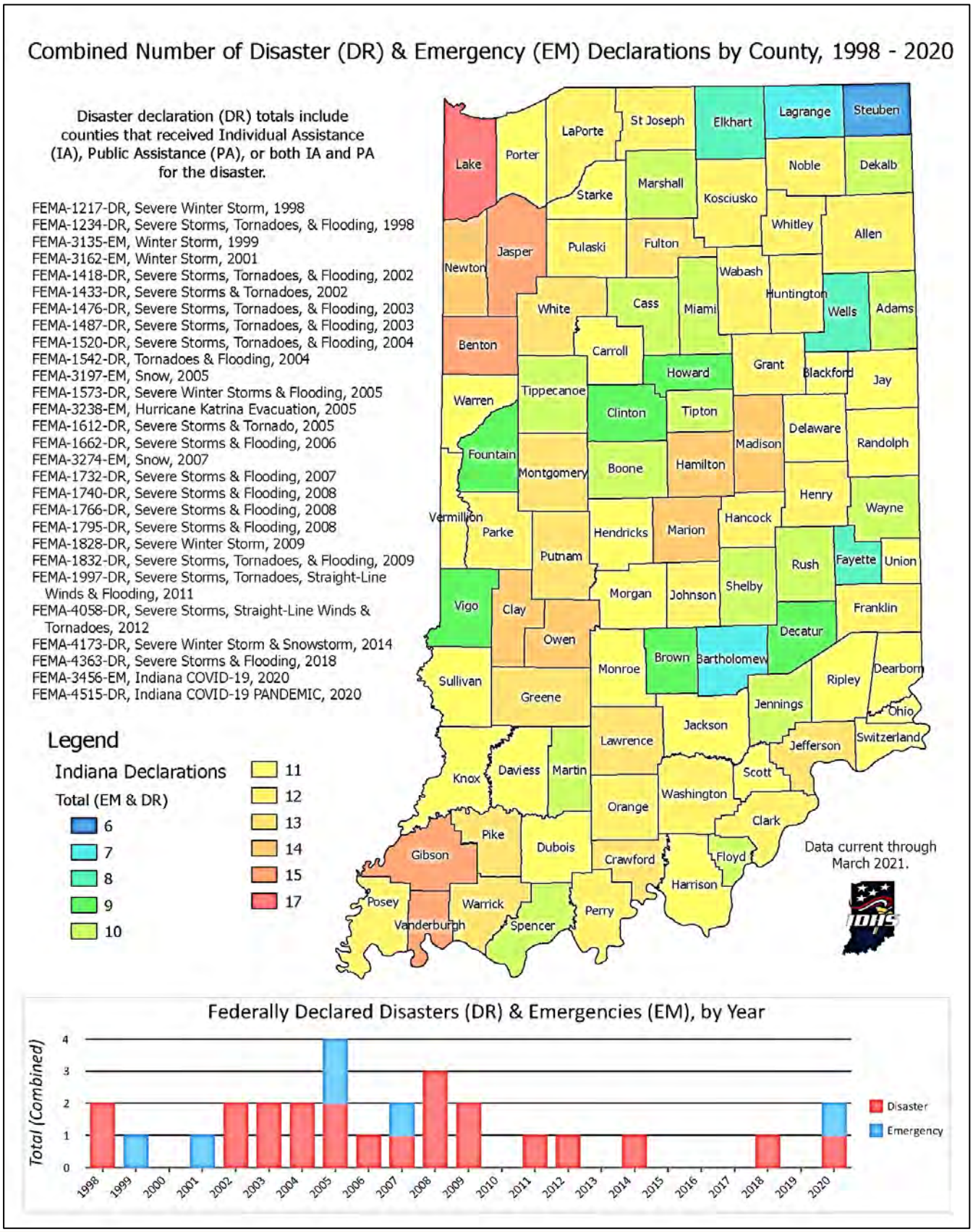
Total Fatalities: 68

Adult Fatalities: 60

Juvenile Fatalities: 6

As of 12/2/2021

FIGURE 4. FEDERAL DECLARATIONS BY COUNTY – 1998-2020



HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

There are several plans and preparedness assessments the state uses to identify and evaluate local and statewide threats, hazards, risks, capabilities, and gaps. The state aggregates data received from state and local community emergency management and response organizations including the Indiana Intelligence Fusion Center (IIFC). The Hazard Identification Risk Assessment (HIRA) is a quantitative process that addresses hazards, threats, and risk at the state level. At the local level, the potential impact of those hazards and the overall risk to a community will vary widely from one area to another. The intent of the HIRA is to provide an overview of the statewide threat environment and to identify, analyze, and quantify each hazard/threat. All natural, man-made or technological hazards or threats that present the greatest risk are measured using a Calculated Probability Risk Index (CPRI) formula that measures the probability, magnitude or severity, warning time, and duration of the known hazard or threat. Annex A provides a summary of Indiana's aggregated HIRA results.

CAPABILITY ASSESSMENTS

The National Preparedness Goal (NPG) identifies 32 core capabilities that are essential for the execution of the 5 mission areas of prevention, protection, mitigation, response, and recovery. Table 5 provides a detailed list of each of the capabilities based on five mission areas. It is important to note there are several cross-cutting core capabilities including planning, public information and warning, operational coordination, infrastructure systems, intelligence and information sharing, interdiction and disruption, and screening, search and detection as outlined in the table. The most probable hazards and threats identified in the HIRA are used to develop scenarios for the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR). The THIRA/SPR is an interconnected process that assists communities to further evaluate their preparedness. The THIRA was developed to help communities assess their risk and set capability targets that reflect their preparedness goals.

Data from the THIRA is used as the foundation for the SPR which is an outcome-based assessment that guides a comparison of capability targets established in the THIRA through an assessment of current capabilities. Communities identify and quantify gaps between current capabilities and capability targets, and then identify the relation of the gap to any of the five following areas: Planning, Organization, Equipment, Training, and Exercises (POETE). Finally, priority and confidence levels are determined as a plan of action and timeline for closing gaps. These assessments are critical to the state and local communities. They deliver actionable data, providing direction on where the state and communities need to focus efforts and resources to have the biggest impact on achieving specific preparedness goals and addressing the impacts of their most challenging threats, hazards, and gaps. See Table 6 which identifies example threats and hazards that present the greatest challenge to associated core capabilities.

TABLE 5. MISSION AREAS AND CORE CAPABILITIES

CORE CAPABILITIES	PREVENTION	PROTECTION	MITIGATION	RESPONSE	RECOVERY
MISSION AREAS					
	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		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	

TABLE 6. HAZARDS AND CORE CAPABILITIES MOST CHALLENGED

THREAT OR HAZARD THAT PRESENTS THE GREATEST CHALLENGE TO EACH CORE CAPABILITY				
EARTHQUAKE	CYBER ATTACK	FLOOD	ACTIVE SHOOTER	CHEMICAL RELEASE
Operational Coordination	**Intelligence & Information Sharing**	**Public Information & Warning**	**Interdiction & Disruption**	**Access Control & Identify Validation**
Risk Management for Protection Programs	**Forensics & Attribution**	**Logistics & Supply Chain Management**	**Screening, Search & Detection**	**Physical Protective Measures**
Risk & Disaster Resilience Assessment	**Cybersecurity**	**Supply Chain Integrity & Security**	**Threats & Hazard Identification**	**Long-term Vulnerability Reduction**
Critical Transportation		**Community Resilience**	**On-Scene Security, Protection & Law Enforcement**	**Environmental Response/Health & Safety**
Fatality Management		**Operational Communication**		**Public Health, Healthcare, EMS**
Fire Management & Suppression		**Mass Care Services**		**Situational Assessment**
Infrastructure Systems		**Planning**		**Health & Social Services**
Natural and Cultural Resources		**Economic Recovery**		
		Housing		
A SINGLE THREAT OR HAZARD MAY CHALLENGE *MULTIPLE* CORE CAPABILITIES				

NATIONAL PREPAREDNESS SYSTEM CROSSWALK

Our nation faces a wide range of threats and hazards, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters. The state and local communities can address the risks these threats and hazards pose by working together using a systematic approach that builds on proven preparedness activities.

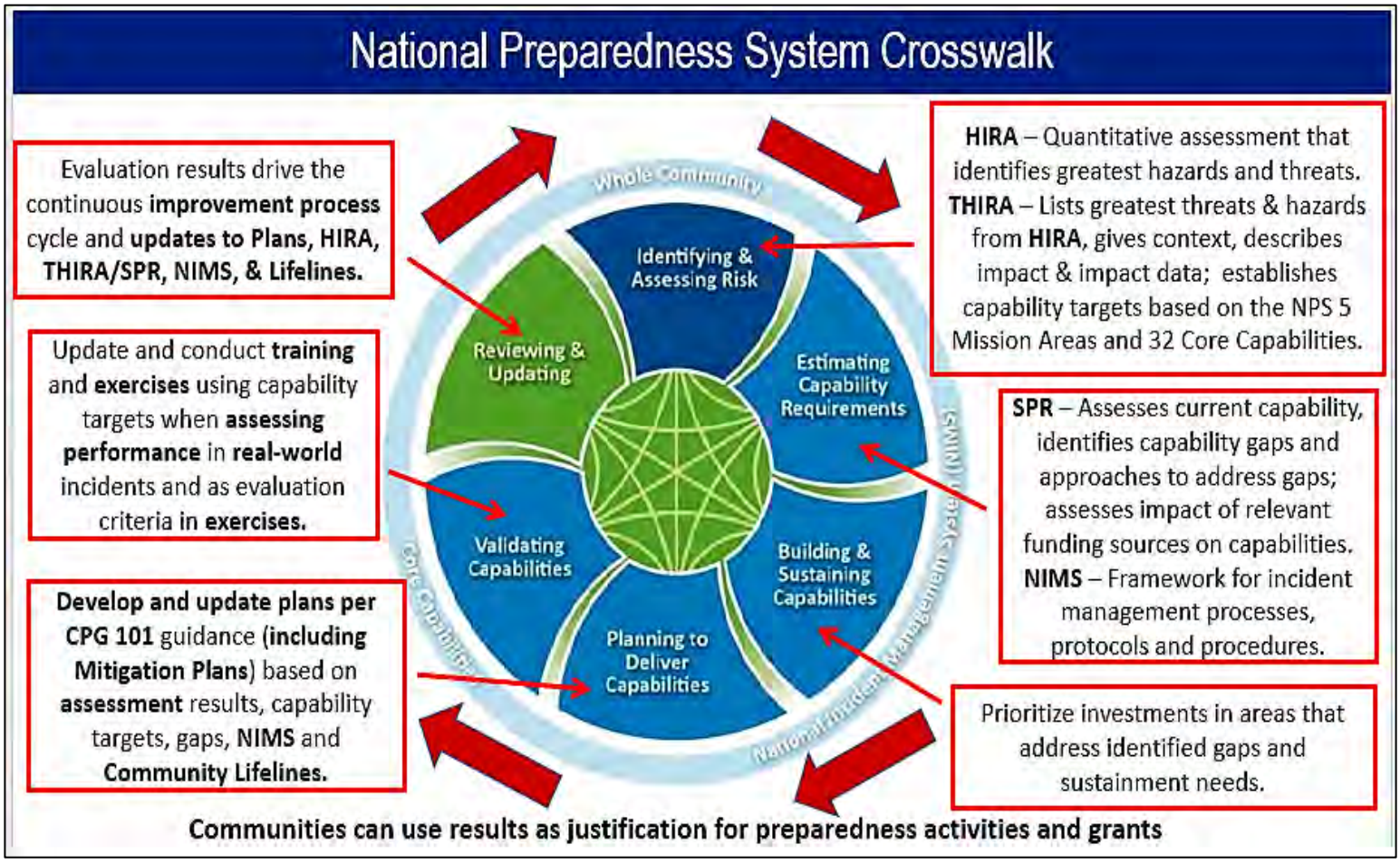
Indiana equally follows the methodology of the National Planning Frameworks including the National Response Framework (NRF), which is a guide to how the nation responds to all types

of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System (NIMS) to align key roles and responsibilities.

The National Response Framework (NRF) is structured to help states, jurisdictions, citizens, nongovernmental organizations, and businesses:

- Develop whole community plans
- Integrate continuity plans
- Build capabilities to respond to cascading failures among businesses, supply chains, and infrastructure sectors
- Collaborate to stabilize community lifelines and restore services

FIGURE 5. NATIONAL PREPAREDNESS SYSTEM CROSSWALK



WHOLE COMMUNITY PLANNING AND ENGAGEMENT

A Whole Community planning approach engages private and nonprofit sectors, including businesses, faith-based and disability organizations, and the general public, in conjunction with the participation of local, tribal, state, territorial, and federal governmental partners. The whole community has a role in risk reduction, by recognizing, understanding, communicating, and planning for a community's future resilience to provide an agile, flexible, and accessible delivery of the core capabilities. Residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.

Using a strategic Whole Community approach leverages the knowledge and experiences of all individuals in a community when preparing for, protecting against, responding to, and recovering from emergencies.

PLANNING ASSUMPTIONS

For successful preparedness and response operations to take place, the following key assumptions are listed to gauge participation and support provided by stakeholders at the federal, state, tribal, and local levels:

- This plan assumes three governmental organizational levels of emergency preparedness and response: namely, the local, state, and federal levels of government.
- All incidents begin and end locally and are typically managed at the lowest geographic, organizational, and jurisdictional level. However, citizens have a personal responsibility to be prepared for the different types of disasters that can occur in their area.
- Government at all levels must continue to function under all threats, emergencies, and disaster conditions.

- Depending on the magnitude of the incident, resources from other states or the federal government may not be available for use in Indiana.

- Local governments, to varying degrees, have capabilities, plans, and procedures to provide for the safety and welfare of citizens' during times of emergency and will deploy resources in a timely fashion to the extent of their capabilities.

- Individual localities and jurisdictions will have fully committed their resources or have a unique need prior to the initiation of State aid. This does not require actual exhaustion of all resources, but it does anticipate full mobilization and commitment to the emergency.

- If the situation in the local area warrants support from the state, the Governor may declare a state of emergency and the State Emergency Operations Center (SEOC) will be activated at the appropriate level to support a coordinated response.

- The IDHS Emergency Management Division will administer Indiana Code 10-14 and the State's emergency operations functions during an emergency. The State Emergency Operations Center (SEOC) functions as the central coordination point for the direction and control of response efforts during disasters or emergencies.

- NIMS is the basis for all incident management in the State of Indiana. Therefore, incident management activities shall be initiated and conducted using the NIMS Command and Management principles. In accordance with NIMS requirements, the Incident Command System (ICS) will be used as the on-scene management system, with a modified version for management of the SEOC to include the incorporation of Community Lifelines.

- The SEOC, as a multi-agency coordination center, provides resource support, information management, and operational support to the Incident Command System. The SEOC does not establish itself as an area command. Instead, it utilizes the Governor's Emergency Advisory Group (EAG) also referred to as the Executive Policy Group to provide cross-agency leadership guidance, as needed. The SEOC may forward deploy an Incident Management Assistance Team (IMAT) to establish an area multi-agency coordination center (AMACC) which provides direct support and resources to a specific geographical subdivision of the state but in a support role and not in a command position. An IC or UC at the local level will work collaboratively with the local EOC to ensure a common operating picture and coordinated response. The local EOC will collaboratively engage with the SEOC.

- Indiana complies with federal civil rights laws in the FEMA Guide "Accommodating Individuals with Disabilities in the Provision of Disaster Mass Care, Housing, & Human

Services" requiring equal access for, and prohibiting discrimination against, people with disabilities in all aspects of emergency planning, response, and recovery.

- Approximately 19 percent of Indiana's population has a disability. Planning will enable people with disabilities to evacuate, use emergency transportation, stay in shelters, and participate in emergency disaster related programs with their service animals.
- Incidents mean an occurrence or event (natural, technological, or human-caused), that requires a response to protect life, property, environment, and the economy. Examples include terrorist attacks, civil unrest, wild land and urban fires, floods, hazardous materials spills, pandemics, aircraft accidents, earthquakes, tornadoes, and severe thunderstorms.
- Mutual aid and other forms of assistance will be rendered when impacted jurisdictions exhaust or anticipate exhausting their resources.
- Disasters may occur in the State at any time and may cause varying degrees of damage, human suffering, injury, death, property damage, and economic hardship to individuals and private businesses, local government, and state government.
- The State agencies have emergency resources and expertise available, which can be utilized to relieve emergency or disaster related problems that are beyond the capabilities of local government.
- Federal agencies may provide unilateral assistance under their statutory authority to states affected by a major disaster in lieu of a presidential declaration.
- If an incident exceeds the capabilities of both the state and local governments, the state will request assistance from other states using the Emergency Management Assistance Compact (EMAC).
- All State agencies will develop and implement emergency management Standard Operating Procedures (SOPs). SOPs are procedures which define and express how tasks, functions, and activities are accomplished. These procedures may be administrative, routine, or tactical in nature. The SOP's will be provided to all relevant staff working in the SEOC.
- Per Executive Order 17-02, whenever the IDHS Executive Director exercises his or her authority to use and allocate the services, facilities, equipment, personnel, and resources of any state agency, on the Governor's behalf, all officers of that agency shall cooperate to the fullest extent possible.

- Private and volunteer organizations may provide immediate life sustaining relief to individuals and families when such relief is not normally available from government resources.

- Subject to the appropriate State and local declarations, the federal government may provide funds and assistance to jurisdictions in Indiana. Federal assistance will be requested when disaster relief requirements exceed Indiana's capability.

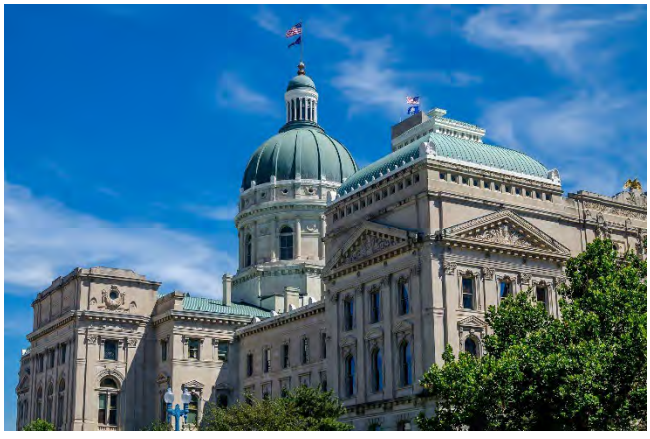
- Planning, training, exercise and evaluation of essential agencies and departments will be an ongoing priority to ensure the effective use of resources and capabilities for response.

- Incidents may attract a sizeable influx of spontaneous volunteers, donations, and supplies with limited storage capacity.

CONTINUITY PLANNING

Continuity planning ensures the preservation of government under the State and Federal Constitutions and continuing performance of essential functions under all emergency conditions. The State of Indiana mandated the development and implementation and activation of a continuity of operations plan for all critical State of Indiana agencies and departments identified in Executive Order 17-02. The composition of the State Continuity Plan is developed in accordance with federal continuity of operations guidelines. These provisions for the continuity of government and the continuity of operations assure critical emergency functions can be performed when elected or appointed leadership are unable to fulfill their duties and responsibilities.

CONTINUITY OF GOVERNMENT (COG)



Each State and local executive, legislative, and judicial branch of government are responsible for establishing a line of succession to ensure the continuation of government functions and services. This line of succession is the first step in developing a continuity of government plan and delegate authority for the successors, establishes provisions for the preservation of records, develops procedures for the relocation of essential departments, and develops procedures to deploy essential personnel, equipment, and supplies. The State of Indiana Constitution establishes the lines of succession for the office of the Governor. For local jurisdictions, the lines of succession and

authorities should be established under local ordinances. Each State agency and local jurisdiction will include this information in its standard operating procedures, guides, or plans.

CONTINUITY OF OPERATIONS (COOP)

Executive Order 17-02 instructs each State agency to develop and keep current a continuity of operations plan to ensure its essential functions are performed during any emergency or situation which may significantly disrupt normal operations, including vital government functions, essential responsibilities, and planning for the incapacitation of executive leadership.

CONCEPT OF OPERATIONS

GENERAL CONCEPT

The EOP is based on the premise that all disasters or emergencies start and end locally. Unless specifically delegated, the local jurisdiction retains Incident Command throughout the disaster or emergency. All Indiana County Emergency Managers and state agencies should submit all requests for assistance through WebEOC to avoid duplication or missed requests. When requested, the State of Indiana provides state-level support and coordination to the local jurisdiction to include situational awareness and resource mobilization. The State of Indiana and local governments have access to resources including emergency management and homeland security agencies, police, fire, health department, incident management teams, specialized teams, and the Indiana National Guard. 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 of Indiana 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.

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

PLAN ACTIVATION AUTHORITY

The activation of the Emergency Operations Plan (EOP) begins with the activation of the Base Plan. The activation of the Base Plan establishes the emergency operations framework and structure needed to deliver coordinated emergency support to local governments. The activation of this framework and structure provides the basis for activating the State Emergency Operations Center (SEOC).

The following individuals have the authority to activate the EOP and/or the SEOC:

- Governor

- IDHS Executive Director or designee

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, nonroutine 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.

EMERGENCY AND MAJOR DISASTER DECLARATION PROCESS

The Stafford Act provides two types of disaster declarations: Emergency Declarations and Major Disaster Declarations.

- Emergency Declarations: Emergency Declarations supplement State and local efforts in providing emergency services, such as the protection of lives, property, public health, and safety, or to lessen or avert the threat.
- Major Disaster Declaration: The President can declare a Major Disaster Declaration for any natural event, including any tornado, storm, high water, earthquake, snowstorm, or drought, or, regardless of cause, fire, flood, or explosion, that the President believes has caused damage of such severity that it is beyond the combined capabilities of state and local governments to respond. In Indiana, when a severe incident occurs, the following steps are followed:
  - Local emergency and public works personnel, Private Sector organizations and other private interest groups provide emergency assistance required to meet immediate human needs and restore essential services vital to public health and safety.
  - Preliminary damage and impact information is gathered by local government and emergency officials and conveyed to the Indiana Department of Homeland Security (IDHS). IDHS will work with local and/or regional Private Sector organizations through the Emergency Support Functions (ESF) for updates on the impacted area.

GOVERNOR'S DECLARATION OF A STATE OF DISASTER EMERGENCY

Pursuant to Indiana Code 10-14-3-12, the Governor shall declare a disaster emergency by executive order or proclamation if the Governor determines that a disaster has occurred or that the occurrence or the threat of a disaster is imminent. This triggers activation of the State EOP to address individual and public needs, including the use of state resources.

The Governor does ***not*** need to declare a state of emergency in order to utilize state resources.

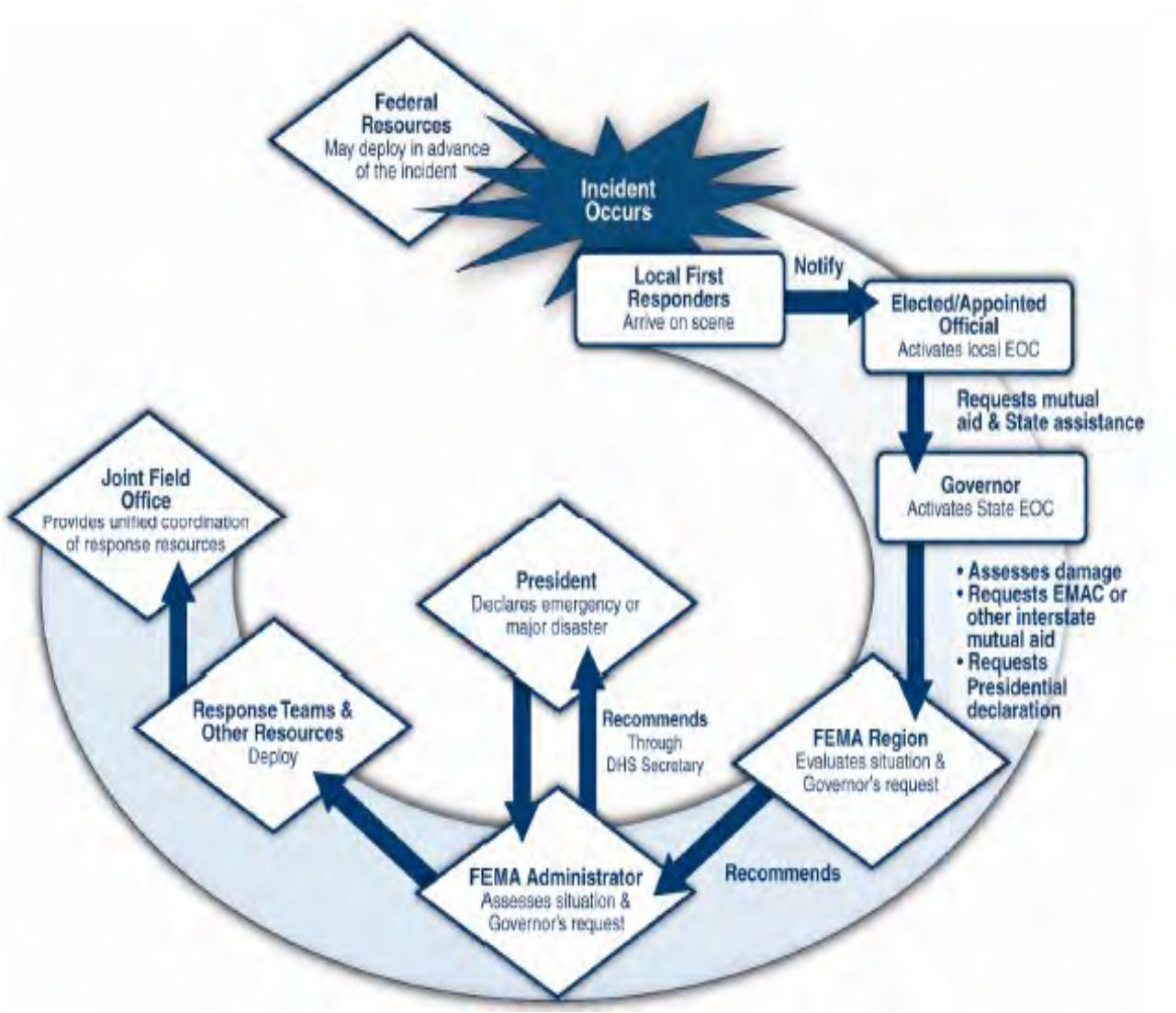
However, the Governor's declaration of a state level disaster emergency is ***required*** in order for the Governor to request a Presidential disaster declaration.

SEQUENCE OF EVENTS

1. Disaster event occurs
2. Local government responds
3. Local Emergency Operations Center activates
4. Local Emergency Operations Plan (or the like) is activated
5. State Emergency Operations Center ***may*** begin preparation to increase to a higher level of activation
6. Local Disaster Emergency is declared by local government officials
7. Local Emergency Operations Center requests state assistance via WebEOC
8. State Emergency Operations Center increases activation level
9. State Emergency Operations Plan is activated
10. State government responds, as necessary
11. If necessary, the Governor declares an emergency or major disaster declaration
12. Local Preliminary Damage Assessment(s) (PDAs) are conducted and analyzed
13. If PDAs show that damage meets certain thresholds, the State of Indiana requests Joint Preliminary Damage Assessment (JPDA) by federal, state, and local officials
14. Based upon the results of the Joint Preliminary Damage Assessment (JPDA), the Governor may request federal assistance from the President of the United States through the Federal Emergency Management Agency (FEMA)
15. If the JPDA indicates that assistance through a presidential disaster declaration is not likely, the State may still request a disaster declaration from the United States Small Business Administration and utilize the State Disaster Relief Fund (Individual and/or Public Assistance Programs) to aid Hoosiers in need

NOTE: The ability to gather damage information may be hindered and delayed due to the nature and severity of the disaster. These delays may also extend the amount of time it takes to determine whether the State is eligible to request a major disaster declaration from the President of the United States.

FIGURE 6. SUMMARY OF STAFFORD ACT SUPPORT TO THE STATE



BOARD AND COMMISSION COORDINATION

The State of Indiana actively works with multiple boards and commissions to achieve and maintain high standards in various areas of public safety such as building safety, emergency services, emergency management and school safety. The boards and commissions include:

BOARD OF FIREFIGHTING PERSONNEL STANDARDS AND EDUCATION (BFPSE)

The BFPSE has the responsibility for establishing the rules and regulations for voluntary training for fire service and specialized training for non-fire service personnel including setting criteria for certification of firefighters at different levels of education within the state.

EMERGENCY MEDICAL SERVICES (EMS) COMMISSION

The EMS Commission is responsible for the establishment and maintenance of an effective system of emergency medical services. This includes the necessary equipment, personnel, and facilities to ensure that all emergency patients receive prompt and adequate medical care throughout the range of emergency conditions encountered.

EMERGENCY MANAGEMENT ALLIANCE OF INDIANA (EMAI)

EMAI is a voluntary association of local emergency managers and organizations that manage emergency preparation, response, recovery, and mitigation in Indiana. EMAI provides advocacy and emergency management education to the Indiana legislature and the Indiana Department of Homeland Security (IDHS).

FIRE PREVENTION & BUILDING SAFETY COMMISSION

The Commission is tasked with: (1) creating a statewide code of fire safety laws and building laws; (2) reviewing variance requests to codes it has adopted; (3) reviewing local ordinances containing building and fire safety laws; and (4) reviewing orders enforcing fire and building safety laws.

INDIANA HOMELAND SECURITY FOUNDATION (IHSF)

The IHSF supports public safety projects such as acquiring equipment for emergency responders including personal protective equipment, and funding for training by awarding grants to assist Hoosier public safety and first responder agencies and organizations.

INDIANA SECURED SCHOOL SAFETY BOARD (ISSSB)

The ISSSB was established to approve or disapprove applications for matching grants through the Secured School Safety Grant Program. Per IC 10-21-1-3, the board shall establish criteria to be used in evaluating applications for matching grants from the fund. These criteria must be consistent with the fund's goals and provide for an equitable distribution of grants to school corporations, charter schools, and accredited nonpublic schools located throughout Indiana.

INDIANA EMERGENCY RESPONSE COMMISSION (IERC)

The IERC's duties include establishing procedures for receiving and processing public requests for information collected under Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA), reviewing local emergency response plans, designating local emergency planning districts, appointing a Local Emergency Planning Committee (LEPC) for each district, and supervising the activities of the LEPCs.

SENIOR ADVISORY COMMITTEE (SAC)

The SAC is an advisory council to the administration of the State Homeland Security Program (SHSP) federal grant. IDHS is tasked with administering these federal funds, and the SAC supports a whole community approach to emergency preparedness and management in Indiana.

The SHSP fund is designed to enhance the core capabilities of Indiana to achieve the National Preparedness Goal established by FEMA. The SAC ensures IDHS administers the funds to address core capabilities while providing oversight and direction through the grant review, scoring, and award process for SHSP.

INDIANA EXECUTIVE COUNCIL ON CYBERSECURITY (IECC)

The IECC was established to form a strategic framework of Indiana's cyber risk profile, identify priorities, initiatives, and leverage subject matter experts to stay on the forefront of the state's cyber risk environment.

INCLUSION, ACCESS, AND FUNCTIONAL NEEDS

The State of Indiana works with public, private, and nonprofit 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 actual needs during an emergency and awareness of not using negative labels such as "handicapped," "crippled," or "abnormal."

This 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.

Inclusion of access and functional needs during all phases of planning for response and recovery actions including evacuation, sheltering, emergency notification and public assistance, is more specific in nature than what the EOP Base Plan identifies. Therefore, detailed information is outlined in those support plans and annexes.

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.

The EOP planning process includes the use of whole community guidance while developing emergency plans to ensure access and functional needs are identified. Preparations will be made for people with a variety of functional needs, including women that are pregnant or nursing, as well as people who use mobility aids, require medication or portable medical equipment, use service animals, need information in alternate formats, rely on a caregiver, or have food needs. During risk assessments, it is imperative to identify all capability and capacity gaps and actively develop plans to reduce or close those gaps.

EQUAL OPPORTUNITY, INTEGRATION AND PHYSICAL ACCESS – All individuals must have the same opportunities to benefit from emergency programs, services, and activities. These must be provided in an integrated setting that all people can access. This includes notification of emergencies, evacuation, transportation, communication, shelter, distribution of supplies, food, first aid, medical care, housing, application, and benefits.

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 with functional needs must be given information that is comparable in content and detail to the information given to those without functional needs. Communication must be accessible, understandable, and timely. Auxiliary aids and services may be needed to ensure effective communication. These resources may include pen and paper; sign language interpreters on-site or through video; and interpretation aids for people who are Deaf, Deaf-blind, hard of hearing or may need large print.

PROGRAM AND SERVICE MODIFICATIONS – Individuals must have equal access to emergency programs and services, which may entail modifications to rules, policies, practices, and procedures. Service staff may need to change the way questions are asked, provide reader assistance to complete forms, or aid in a more accessible location.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

ORGANIZATION

Effective organization and coordination are critical regarding mitigation, preparedness, response and recovery planning and actions for emergencies and disasters. Entities with primary and support roles in emergency management responsibilities must be immediately available and committed to fulfilling their assigned roles and responsibilities to assist local governments and meet the needs of Hoosiers.

ASSIGNMENT OF RESPONSIBILITIES

The roles and responsibilities of various positions or organizations are outlined below as an overview of responsibilities. Throughout the Emergency Operations Plan (EOP) other roles and responsibilities are also discussed.

GOVERNOR

Under Indiana Code 10-14-3, the Governor is granted broad powers to manage disasters. The Governor may issue executive orders, proclamations, and activate Indiana's Emergency Operations Plan.

INDIANA DEPARTMENT OF HOMELAND SECURITY (IDHS)

The Indiana Department of Homeland Security Executive Director is appointed by the Governor of Indiana. In accordance with Indiana Code 10-19-3-3(5), the Indiana Department of Homeland Security (IDHS) Executive Director is designated as the State Coordinating Officer (SCO) under federal law for all matters relating to emergency and disaster mitigation, preparedness, response, and recovery.

IDHS is the lead agency for the State of Indiana for coordinating emergency management activities, operating of the SEOC and for executing coordination and control of statewide resources during emergency response and recovery operations. IDHS is responsible for disaster and emergency planning, assessment, training, exercise, prevention, protection, mitigation, response, and recovery coordination with local and federal stakeholders.

EMERGENCY ADVISORY GROUP (EAG) / EXECUTIVE POLICY GROUP

Emergencies and disasters can produce issues requiring prompt decisions. At times, these decisions require a higher level of both authority and leadership to work through complex governmental issues, state law and jurisdictional impacts. To ensure effective unified and collaborative decision-making, Executive Order 17-02 identifies members of the Governor's Emergency Advisory Group (EAG) commonly referred to as the Executive Policy Group. The

EAG may be convened for each specific type of incident and include subject matter experts to address specific issues concerning the safety and welfare of Indiana residents, property, and the environment. The composition of the Governor's Emergency Advisory Group consists of the following members:

- Executive Director of the Indiana Department of Homeland Security (IDHS)
- Superintendent of the Indiana State Police Department (ISP)
- Commissioner of the Indiana Department of Environmental Management (IDEM)
- Director of the Indiana Department of Natural Resources (DNR)
- State Fire Marshal (IDHS)
- Indiana Adjutant General (INNG)
- Commissioner of the Indiana Department of Health (IDOH)
- Governor's Liaison for Public Safety (GOV)
- Commissioner of the Indiana Department of Transportation (INDOT)

The Executive Director of IDHS is the chairperson of the EAG. Each member of the EAG may designate a deputy to serve as an alternate if the principal member is unavailable. Decisions from the Emergency Advisory Group are communicated to the IDHS Executive Director or designee for implementation and to the public through the IDHS Public Affairs Section and State Joint Information Center (JIC).

STATE EMERGENCY OPERATIONS CENTER (SEOC)

The Indiana State Emergency Operations Center (SEOC) is the physical location where multi-agency coordination occurs and is managed by the Indiana Department of Homeland Security. The purpose of the SEOC is to provide a central coordination hub for the support of local, district and State needs. The SEOC can be configured to expand or contract as necessary to respond to the different levels of incidents requiring State assistance.

SEOC is also the central coordination center for Emergency Support Function (ESF) 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 disaster or emergency.

The SEOC manages the State's response and initial recovery operations. The SEOC staff tracks and disseminates late breaking information gathered from its multiple networks of local, state, federal, private sector, volunteer organizations, and emergency management agencies across the state. Additional support agencies that are not assigned as an ESF are also critical functions within the SEOC. They include the Indiana National Guard, the Department of Correction and Department of Natural Resources.

FIGURE 6. STATE EMERGENCY OPERATIONS CENTER ORGANIZATIONAL STRUCTURE

During large scale or multiple incidents, the SEOC prioritizes support and resources based on state and local requirements. If the disaster situation is of such magnitude as to require federal assistance, the State, through the SEOC or a Joint Field Office (JFO), will serve as the primary coordinating agency for federal assistance.

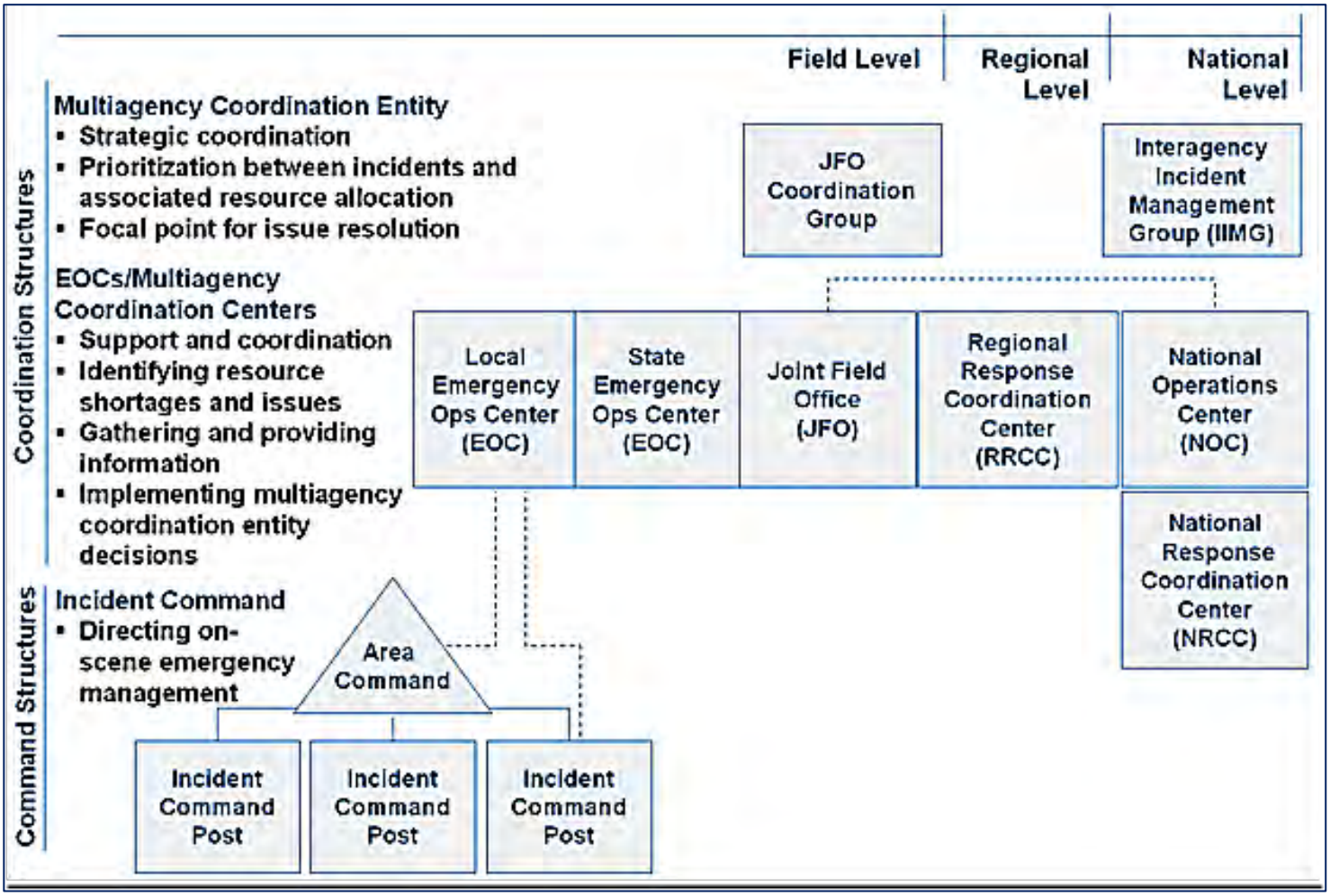
The SEOC utilizes a secure internet based common operating picture. WebEOC has streamlined both the process of reporting information with the SEOC, as well as the process of sharing real-time information across multiple jurisdictions and levels of government. It is

through collaboration and cooperation between local, state, and federal partners that ensure a timely response to all-hazard incidents, both natural and man-made.

As part of the role of the ESF/support agencies, each agency maintains their staffing Roster and Standard Operating Procedures (SOPs). A checklist is maintained as a part of each ESF/support agency and updated on a regular basis to maintain current protocol, documentation, and available tools. A paper copy of the checklist should be filed at the ESF/support agency workstation in the SEOC along with the SEOC SOPs.

Figure 7 demonstrates where the SEOC is integrated into the local, state, regional and national emergency management system.

FIGURE 7. LOCAL, STATE, REGIONAL AND NATIONAL COMMAND COORDINATION FRAMEWORK



COUNTY / LOCAL EMERGENCY OPERATIONS CENTER (EOC)

The county or local Emergency Operations Center (EOC) is the central location from which response and recovery activities are coordinated during a major emergency or disaster. The key function of the county or local EOC is to ensure that first responders working in the field and at the scene have the resources (i.e., personnel, tools, and equipment) needed to carry out their assignments. EOCs help form a common operating picture of the incident and relieve on-scene command of the burden of external coordination and securing and delivery of additional resources. The core functions of an EOC include direction and control, coordination, communication, priority setting, resource management and tracking, information and data collection, analysis, and public information dissemination. It allows key decision-makers to operate in one place to coordinate and communicate with support staff.

When activated, the county or local EOC does not “take command” of the emergency or disaster. Tactical direction and control rests with the Incident Commander(s) in the field.

The EOC does not provide on-scene incident management but can request qualified personnel to augment the Incident Management Team (IMT) through adjacent county mutual aid agreements or augmentation from the State Incident Management Assistance Team (IMAT) through the SEOC. Like the SEOC, county or local EOCs can be configured to expand or contract as necessary to respond to the different levels of incidents requiring local assistance.

EMERGENCY SUPPORT FUNCTIONS (ESF)

Each ESF is composed of a department or agency that has been designated as the ESF coordinator, along with a number of primary and support agencies. Primary agencies are designated on the basis of their authorities, resources, and capabilities. Support agencies are assigned based on resources or capabilities in a given functional area. To the extent possible, resources provided by the ESFs are identified consistently with NIMS resource typing categories. Detailed ESF tasks and responsibilities are identified in separate ESF Annexes.

ESFs have proven to be an effective way to organize and manage resources to deliver core capabilities. The Emergency Support Function (ESF) structure utilized in Indiana reflects the emergency management structure defined in the National Response Framework.

Each of the ESFs provides support, resources, program implementation and services to meet their specific challenges, roles, and responsibilities within the National Preparedness Goal mission areas of Prevention, Protection, Mitigation, Response, and Recovery phases of emergency management.

All state agencies are required to support emergency operations in accordance with Executive Order 17-02, or any subsequent Executive Order which replaces and supersedes it.

The State ESF concept is outlined in the following pages with an overview of general functions and those agencies which are primary and supportive as well as nongovernmental. However, additional ESFs or tasks could be assigned to address Indiana's specific emergency management needs. Each ESF is responsible for developing written Standard Operating Procedures (SOP) and/or Standard Operating Guides (SOG) to support the EOP. Each ESF must also conduct training, exercises, and evaluation of their SOPs, guides, and plans to ensure their effectiveness and integration into the EOP.

ESF #1 – TRANSPORTATION

PRIMARY COORDINATING AGENCY

Indiana Department of Transportation (INDOT)

GENERAL FUNCTIONS

- State public road support
- Transportation safety
- Restoration/recover of transportation infrastructure.
- Movement restrictions
- Damage and impact assessments

ESF #2 – COMMUNICATIONS

PRIMARY COORDINATING AGENCY

Integrated Public Safety Commission (IPSC)

GENERAL FUNCTIONS

- Coordination with telecommunications and information technology industries
- Restoration and repair of communications infrastructure
- Protect, restore, and sustain State information technology resources.

ESF #3 – PUBLIC WORKS

PRIMARY COORDINATING AGENCY

Indiana Department of Homeland Security – Recovery Section

GENERAL FUNCTIONS

- Infrastructure protection, emergency repair, and restoration

- Engineering services and construction management
- Critical infrastructure liaison

ESF #4 – FIREFIGHTING

PRIMARY COORDINATING AGENCY

Indiana Department of Homeland Security (IDHS) – Division of Fire and Building Safety

GENERAL FUNCTIONS

- Firefighting activities support
- Task Force support
- EMS support
- Mortuary services
- Resource support to rural and urban firefighting operations

ESF #5 – INFORMATION AND PLANNING

PRIMARY COORDINATING AGENCY

Indiana Department of Homeland Security (IDHS) – SEOC Planning Section

GENERAL FUNCTIONS

- Coordination of incident management and response efforts
- Resource and human capital
- Incident action planning

ESF #6 – MASS CARE, HOUSING, AND HUMAN SERVICES

PRIMARY AGENCY

- Co-lead Indiana Department of Homeland Security (IDHS)
- Co-lead American Red Cross of Indiana (ARC)

GENERAL FUNCTIONS

- Coordination and resources coordinated through State VAL in partnership with ARC and IN Voluntary Organizations Active in Disaster (INVOAD)
- Mass care/shelter
- Emergency Assistance

- Disaster housing
- HUMAN SERVICES

ESF #7 – LOGISTICS MANAGEMENT AND RESOURCE SUPPORT

PRIMARY COORDINATING AGENCY

Indiana Department of Homeland Security (IDHS) – SEOC Logistics Section

GENERAL FUNCTIONS

- Incident Resource Support
- Identification, distribution, and management of critical resources

ESF #8 – PUBLIC HEALTH AND MEDICAL SERVICES

PRIMARY AGENCY

Indiana Department of Health (IDOH)

GENERAL FUNCTIONS

- Public health
- Medical support
- Mental health services

ESF #9 – SEARCH AND RESCUE

PRIMARY AGENCY

Indiana Task Force 1

GENERAL FUNCTIONS

- Life-saving assistance
- Urban search and rescue operations
- Confined space rescue

ESF #10 – OIL AND HAZARDOUS MATERIALS

PRIMARY AGENCY

Indiana Department of Environmental Management (IDEM)

GENERAL FUNCTIONS

- Oil and hazardous materials, petroleum, or other objectionable substances response
- Spill restoration
- Short-and long-term environmental clean-up

ESF #11 – FOOD, AGRICULTURE, AND NATURAL RESOURCES

PRIMARY AGENCY

Indiana State Board of Animal Health (BOAH)

GENERAL FUNCTIONS

- Domestic agriculture support
- Animal and plant disease/pest response
- Food safety and security
- Pet emergency care

ESF #12 – ENERGY

PRIMARY COORDINATING AGENCY

Indiana Utility Regulatory Commission (IURC)

GENERAL FUNCTIONS

- Energy Infrastructure assessment, repair, and restoration
- Energy industry utilities coordination
- Emergency utilities restructuring and transfer.

ESF #13 – LAW ENFORCEMENT

PRIMARY COORDINATING AGENCY

Indiana State Police (ISP)

GENERAL FUNCTIONS

- Law enforcement
- Security planning and technical resource assistance
- Public safety/security support/escort support

- Support to access, traffic, crowd control and evacuation

ESF #14 – CROSS SECTOR BUSINESS AND INFRASTUCTURE

PRIMARY AGENCY

Indiana Department of Homeland Security (IDHS) – Planning Section

GENERAL FUNCTIONS

- Supports the coordination of cross-sector operations including stabilization of key supply chains and community lifelines, among infrastructure owners and operators, businesses, their government partners.
- 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.
- Primary interface for unaligned sectors and support coordination among all sectors.
- Supports growing efforts to enable collaboration among critical infrastructure sectors and helps coordinate and sequence operations to mitigate cascading failures and risks.

NOTE: Additional ESF-14 information follows this section.

ESF #15 – EXTERNAL AFFAIRS

PRIMARY COORDINATING AGENCY

Indiana Department of Homeland Security (IDHS) – Public Affairs Section

GENERAL FUNCTIONS

- Emergency public information, warnings, and pre-incident information
- Media and community relations
- Congressional and international affairs

EACH ESF HAS A DETAILED ANNEX THAT IS NOT INCLUDED IN THE EOP BASE PLAN

CROSS SECTOR BUSINESS AND INFRASTRUCTURE (ESF #14)

Based on lessons learned from the 2017 hurricane and wildfire season, FEMA re-designated ESF #14, which was previously designated as Long-Term Recovery. 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.

ESF #14 serves as an integration point between the Protection and Response mission areas for critical infrastructure. ESF #14 is closely linked with all seven community lifelines—Safety and Security; Food, Water, Sheltering; Health and Medical; Energy; Communications; Transportation; and Hazardous Material. 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.

ESF #14 coordination activities with private and public sector partners help to inform actions to stabilize critical community lifelines and initial response requirements, which ultimately integrate into longer-term restoration and sustainment activities that are typically conducted under the ESFs. 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. Establishing and coordinating with a Business Emergency Operations Center (BEOC) within the state can provide additional support in the wake of an emergency or disaster.

ESF #14 will enable private entities to receive and provide critical situational awareness information before, during and after a disaster event through an electronic communication tool. This includes road closures, utility service status, ongoing response actions, weather, analysis and more to facilitate private sector cooperation with government responders to promote a mutual resiliency. An effort to enhance collaboration with private sector entities is underway in Indiana. With community lifeline stabilization relying on the private industry, it is critical to embrace and utilize the expertise to play a more comprehensive role in planning and responding to disasters and emergencies.

FEDERAL LEVEL SUPPORT

The Federal Government maintains a wide array of capabilities and resources that can be made available upon request from the state. When response needs exceed state and local resources, the federal government provides resources and capabilities to support the state response. There is a designated federal station in the State Emergency Operations Center and Indiana has FEMA Integration Team (FIT) staff embedded within IDHS that provides technical guidance and assistance regarding grants, planning, exercise, training, response, and recovery.

STATE EMERGENCY OPERATIONS CENTER WATCH DESK 24/7

The SEOC Watch Desk provides 24/7 monitoring of all situations throughout Indiana. They also provide information and communication primarily with local and state government agencies.

IDHS REGIONAL LIAISONS

IDHS has divided the state into three regions and provides coverage of the districts with a regional approach. Districts 1-4 are the Northern Region; Districts 5-7 are the Central Region and Districts 8-10 are the Southern Region. A Regional Liaison is also assigned as a Community Emergency Response Team (CERT) Representative and serves as a backup for the northern region. The Deputy of Administrative Assistance and Support serves as backup to the southern region. Regional Liaisons are considered a routine and emergency resource for individual counties and districts, as they can provide insight, consultation, and support when critical decisions are made as well as assess each county's level of preparedness and awareness. A Regional Liaison may act as a direct link to the SEOC to relay incident specific information and critical resource needs.

LOCAL ELECTED OR APPOINTED EXECUTIVE OFFICIALS

Local elected or appointed executive officials are responsible for the public safety and welfare of the people of their jurisdiction. As stated in Indiana Code 36-2-2-2, depending on the population level, “the three (3) member board of commissioners of a county elected under this chapter is the county executive.” The board of commissioners must have a clear understanding of their emergency management roles and responsibilities.

Pursuant to Indiana Code 10-14-3-17, “a county shall maintain a county emergency management advisory council and a county emergency management organization or participate in an interjurisdictional disaster agency that, except as otherwise provided under this chapter, may have jurisdiction over and serve the entire county.”

In accordance with the National Response Framework, local elected or appointed officials provide strategic guidance and resources across all five mission areas. Officials must have a clear understanding of their emergency management roles and responsibilities and how to apply the response core capabilities because they may need to make decisions regarding resources and operations during an incident to stabilize community lifelines. Lives may depend on their decisions.

Local Emergency Management Ordinances are an extension of Indiana Code (IC) 10-14-3, at the local jurisdictional level. These statutes may spell out additional, jurisdictional-specific, or area-specific requirements the State law does not address.

LOCAL EMERGENCY MANAGEMENT AGENCIES (EMA)

Emergencies begin and end locally, and Indiana's county Emergency Management Agencies (EMAs) fill that first line of response. In accordance with the National Response Framework (NRF) the jurisdiction’s emergency manager oversees the day-to-day emergency management programs and activities. The emergency manager works with chief elected and appointed officials to establish unified objectives regarding the jurisdiction’s emergency plans and activities.

This role entails coordinating and integrating all elements of the community including working with public safety partners and organizations, within communities and the general public to prepare for, mitigate, respond to, and recover from emergencies. The emergency manager coordinates the local emergency management program. This includes assessing the capacity and readiness to deliver the capabilities most likely required to stabilize community lifelines during an incident and identifying and correcting shortfalls. Taking steps to reducing vulnerability to hazards, coping with disasters, and liaising with other counties and the state are important aspects of these agencies' day-to-day lives.

LOCAL DEPARTMENT AND AGENCY HEADS

Similar to the federal and state level, local emergency management agencies are not the only entities involved in incident response. Local departments, agencies, and offices, such as those for emergency medical services, economic development, public health, law enforcement, fire, public works, land use planning, building construction, and animal control, as well as other administrative elements of local government, have a significant role to play and provide valuable perspective, depending on the incident.

Local department and agency heads (i.e., firefighting, law enforcement, emergency medical services, 9-1-1 dispatch organizations and public works) are critical to successful emergency mitigation, preparedness, response, and recovery. Development of internal policies and standard operating procedures that support the jurisdiction's emergency management plans enhance the jurisdiction's readiness for disasters. Finally, active participation in cross-agency training, exercising and evaluation improves individual and jurisdictional capabilities.

DISTRICT PLANNING COUNCILS

To improve overall coordination, the State of Indiana has provided guidance for each district to develop a District Planning Council Program. This program was developed to assist each of Indiana's ten Homeland Security Districts in planning, organizing, and managing critical emergency response activities on a regional basis. Each program is for district collaboration and is managed locally and the IDHS Regional Liaisons provide assistance, as requested.

INCIDENT LEVEL MANAGEMENT

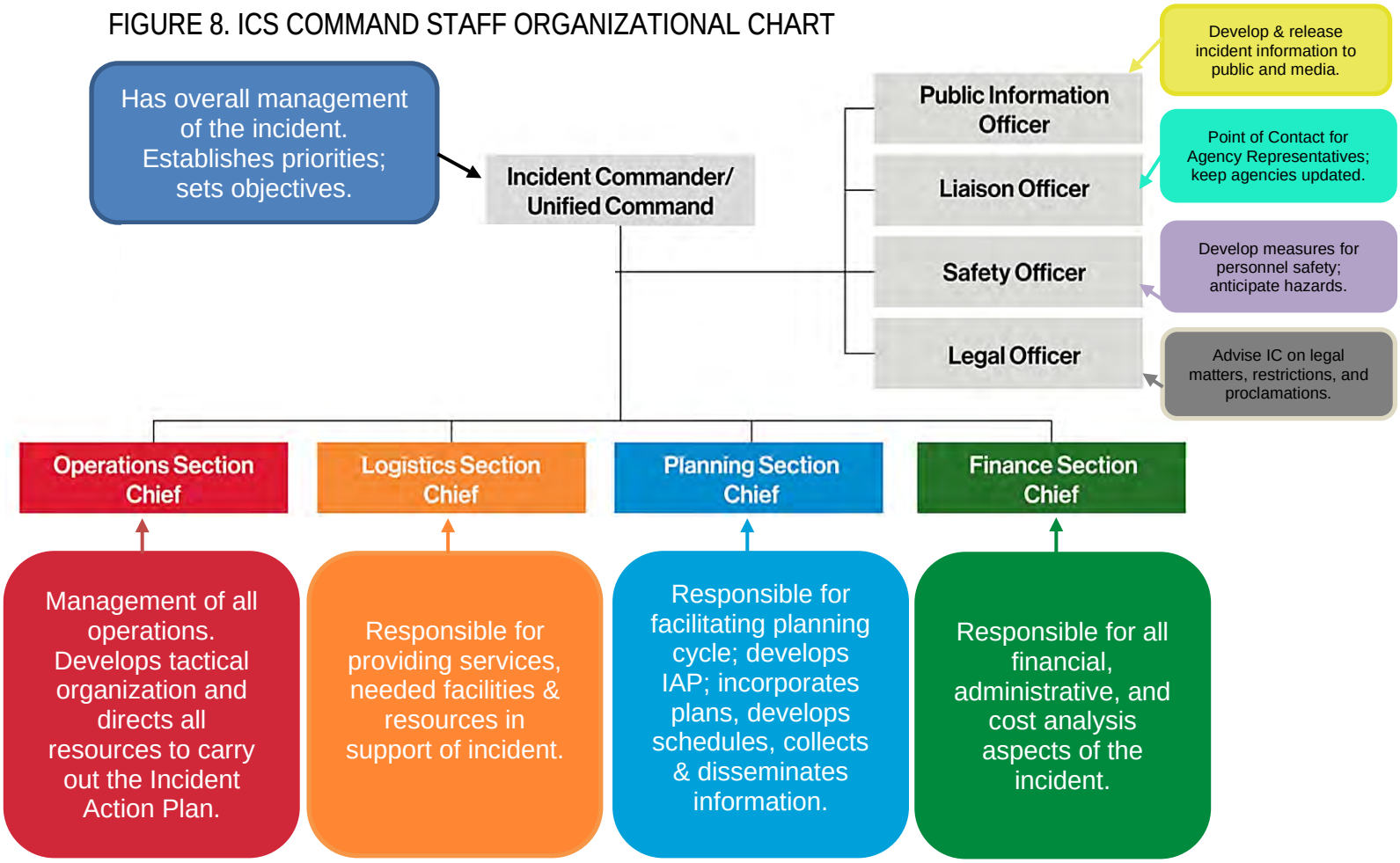
The on-scene Incident Commander (IC) is responsible for the command and control of specific activities at the incident site.

INCIDENT COMMAND SYSTEM (ICS) MANAGEMENT

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus, in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

FIGURE 8. ICS COMMAND STAFF ORGANIZATIONAL CHART



STATE INCIDENT MANAGEMENT ASSISTANCE TEAM (IMAT)

The State of Indiana has developed the ability to provide deployable response resources capable of supporting local emergency management agencies and local incident commanders. The State of Indiana has a trained Incident Management Assistance Team (IMAT) that can augment local Incident Management Teams (IMTs) with leadership roles such as an Incident Commander, Operations Section Chief, Planning Section Chief, Logistics Section Chief and Finance Section Chief. This team could be utilized in an advisory, management, coordination, and/or command capacity. The components of a team are interchangeable depending on the needs of the requesting jurisdiction or the type of incident.

INDIANA NATIONAL GUARD (INNG)

Upon the identification of a potential civil support mission, a no-notice event, or when directed by the Governor or the Executive Director of the IDHS and, when possible, prior to an imminent disaster, the Indiana National Guard (INNG) will mobilize and stage personnel necessary to support incident priorities as detailed in mission assignments. Upon completion of the specific mission assignments, National Guard forces may be assigned new missions or be redeployed for refitting and reconstitution in preparation for follow-on assignments or deactivation. IDHS processes any official request for INNG assistance.

MUTUAL AID

All counties have some version of mutual aid agreements in place. However, several do not have formal, written agreements in place, which during staff or political party turnover could have negative cascading effects. By having written mutual aid agreements, the county can pre-plan and rely on partner agencies to assist with recovery and planning efforts barring any multi-county disaster. IDHS also has a mutual aid template for counties to use that is available on the IDHS website.

Even without pre-approved mutual aid agreements, the State of Indiana has enacted Indiana Code IC 10-14-3-10.8 (d) which states "A participant that is impacted by any incident, disaster, exercise, training activity, or planned event that requires additional resources may request mutual assistance or aid from any other participant. This request shall be made by the chief executive of the requesting participant to the chief executive of a provider participant. If the request is made orally, the requesting participant shall provide the provider participant with written confirmation of the request not later than seventy-two (72) hours after the oral request is made." There are additional details in the law, which can be found at: http://184.175.130.101/legislative/laws/2021/ic/titles/01010-14-3-10.8.

VOLUNTEER MANAGEMENT

The management of spontaneous volunteers is critical for an efficient and effective response to a disaster. While their intentions are good, these untrained, unannounced volunteers who show up within hours or days of an event, can create havoc for the Emergency Management Agency (EMA) if not properly supervised. INVOAD (Indiana Voluntary Organizations Active in Disaster) and County COADs (Community Organizations Active in Disaster) can provide Volunteer Management for these unaffiliated volunteers and make the best use of the volunteers' efforts. Affiliated Volunteers are trained and experienced members of INVOAD organizations and coordinate before deploying to respond to the immediate and long-term recovery needs of the survivors and the community. Spontaneous, unaffiliated volunteers often arrive with unsolicited donations. INVOAD and COADs can also provide Donations Management to help in the response and recovery process.

DONATIONS MANAGEMENT

The management of donations, especially unsolicited donations, is critical for an efficient and effective response to any disaster. Spontaneous, unaffiliated volunteers often arrive with unsolicited donations, and well-intended individuals ship or drop off unsolicited, and often unneeded, items which can pile up quickly and overwhelm the response site. INVOAD Members and COAD Members can provide Donations Management services following the event as well as throughout Long-Term Recovery.

PRIVATE SECTOR ORGANIZATIONS

The National Infrastructure Advisory Council (NIAC) reported nearly 90 percent of our nation's critical infrastructure is owned or managed by private companies. Emergency management's collaboration with these private sector organizations is essential for effective response and recovery efforts. Private-sector organizations which can provide a specific disaster-related service to the State or local governments are encouraged to establish pre-incident, operational agreements and plans with emergency management agencies.

INDIVIDUALS AND FAMILIES

Resilient communities begin with prepared individuals and families and the leadership and engagement of local government and the private sector. Individuals, families, and caregivers should enhance their awareness of risk and threats, develop family emergency plans that include care for pets and companion animals and prepare emergency supply kits to family be more prepared for any emergency. It may take emergency personnel up to three days (72 hours) to reach individuals and families. Therefore, it is advised to create disaster kits that are designed to sustain each person for three days. Each kit should include basic items like water, food, a flashlight, a battery-powered radio and a first aid kit. Individuals are also encouraged to volunteer in their communities and with their Community Emergency Response Team (CERT).

PUBLIC INFORMATION

During an incident or planned event, providing coordinated and timely public information is critical to helping the affected community. Effective and accurate communication to the public about an incident can save lives and property and can also help to ensure credibility and public trust. This vital public safety information is disseminated through various media outlets including television, radio, print and the Internet.

Importance of Public Information and Warning

Public information and warning include messages about:

Lifesaving measures

Evacuation routes

Threat and alert system notices

Other public safety information

PUBLIC AFFAIRS SECTION

The IDHS Public Affairs Section serves in the SEOC as the ESF #15 representative responsible for communicating incident related information with governments, the media, the private sector, and the general public.

JOINT INFORMATION CENTER (JIC)

The State JIC is a central location that facilitates operation of the Joint Information System (JIS) to ensure coordination of public information during incidents. The JIC includes representatives from multiple agencies and organizations collaborating to provide a unified message regarding response and recovery efforts to the public. Information regarding the provision of assistance is communicated in accessible format from the JIC.

DIRECTION, CONTROL AND COORDINATION

DIRECTION & CONTROL

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

Developed by the U.S. Department of Homeland Security, the National Incident Management System (NIMS) is a standardized approach to incident management and response. NIMS provides a unified approach to incident command, standard command and management structures and an emphasis on preparedness, mutual aid, and resource management. NIMS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of functions and hazard scenarios. NIMS is not an operational incident management or resource allocation plan, but a template to guide all levels of government, including private sector and nongovernmental organizations, to work together to prepare for, prevent, respond to, and recover from emergency incidents. NIMS implementation includes process and operational and technical standards integrated into emergency response plans, procedures, and policies.

NIMS establishes the Incident Command System (ICS) as the organizational structure to be implemented to command and manage domestic incidents, regardless of cause, size, or complexity effectively and efficiently. The ICS structure is an all-hazard, standardized incident management concept which provides an integrated organizational structure which can adapt to the complexities and needs of single or multiple incidents regardless of jurisdictional boundaries. Homeland Security Presidential Directive 5 (HSPD-5) requires all federal agencies and departments to adopt NIMS. Indiana adopted NIMS as the state standard for incident management in Executive Order 17-02, or any subsequent Executive Order of which it supersedes. The Indiana Department of Homeland Security maintains a list of NIMS-typed resources and certified or credentialed personnel to respond to incidents throughout Indiana.

RESPONSE DIRECTION AND CONTROL

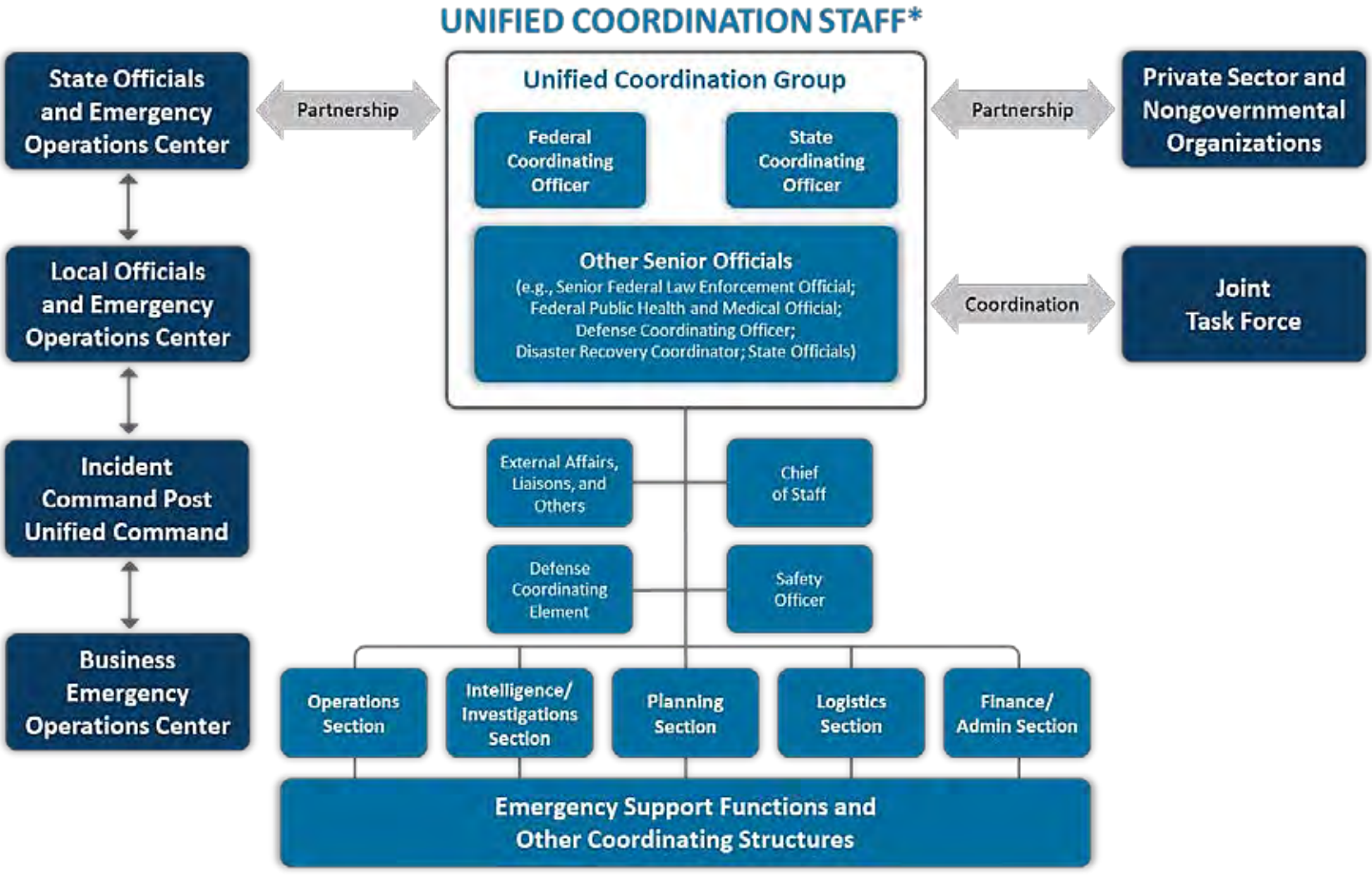
Under Indiana Code, the Executive Director of the Indiana Department of Homeland Security (IDHS), under the direction and control of the Governor, is responsible to the Governor for carrying out the emergency management programs including the response and recovery from disasters and emergencies within Indiana. The IDHS Executive Director provides recommendations to the Governor and designates agency resources in carrying out directives. The IDHS Planning Section prepares and maintains the State Emergency Operations Plan (EOP) and oversees compliance of the National Incident Management System (NIMS), the Emergency Management Accreditation Program (EMAP). The State of Indiana collaborates and cooperates with the federal government in implementing programs for prevention, protection, mitigation, response, and recovery.

COORDINATION

The State Emergency Operations Center (SEOC) is the lead section for the coordination of Indiana's response to disasters and emergencies. However, coordination efforts are not just limited to the borders of Indiana counties.

Although unified coordination is based on the ICS structure, it does not manage on-scene operations. Instead, unified coordination supports on-scene response efforts and conducts support operations that may extend beyond the incident site. Unified coordination must include robust operations, planning, public information, and logistics capabilities that integrate local, state, and federal and tribal governments, when appropriate, so that all levels of government work together to achieve unity of effort as outlined in Figure 9 below.

FIGURE 9. UNIFIED COORDINATION GROUP ORGANIZATIONAL STRUCTURE (EXAMPLE)



*References to state also refer to tribal, territorial, and insular area governments.

STATE EMERGENCY OPERATIONS CENTER (SEOC)

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 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.

STRUCTURE AND ORGANIZATION

The SEOC is staffed and organized with a hybrid Emergency Support Function (ESF) concept incorporated into an ICS structure. The SEOC is staffed primarily by IDHS staff as the Planning, Operations, Logistics and Finance Section Chiefs and section specialists. Each SEOC position has trained staff to support an extended activation (minimum of three). The designated primary and support agencies for the ESF positions in the SEOC can be tasked as needed by the IDHS Emergency Management Director, the IDHS Response Director, or the SEOC EOC Manager. The ESF primary agencies remain responsible for coordination of all phases of emergency management as outlined in each ESF Annex**,** regardless of their SEOC assignment.

ACTIVATION OF THE STATE EMERGENCY OPERATIONS CENTER

When the Governor or IDHS Executive Director or designee activates the SEOC, the IDHS Response Director tasks the SEOC Manager to activate the staff notification and reporting protocol. The SEOC Manager provides leadership and direction of the SEOC during the activation period. The SEOC Manager consults with the IDHS Response Director and the IDHS Emergency Management Division Director regarding the scaling up or down of staffing requirements based on the type, size, and complexity of an incident. The SEOC may run 24-hour operations any day of the week depending on the needs of the incident. The Governor's Emergency Advisory Group (EAG) / Executive Policy Group is utilized as it is warranted by the level of the event. Additional subject matter experts are chosen based on the type of incident. State agencies as well as other organizations (nongovernmental, private sector, federal, etc.) may be requested to identify a high-ranking official within the agency or organization that can make decisions and offer resources, as requested. The SEOC produces and complies with multiple Standard Operating Procedures (SOPs) and a standard set of resources for staffing and equipment. The SEOC produces multiple documents including Incident Action Plans (IAPs), Executive Summaries, and Situation Reports. Information and requests for assistance are captured into WebEOC by local, state, and federal agencies. WebEOC is used by communications, logistics, and operations personnel to maintain and share appropriate information in real-time. The use of videoconferencing is also utilized.

FIGURE 10. STATE EMERGENCY OPERATIONS CENTER (SEOC) 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. o **Governor or designee will be present for EAG.** ▪ **Full** ESF staffing ▪ **Will** have federal presence	Large Earthquake

SEOC WATCH DESK

The SEOC Watch Desk is the 24-hour, 365-day hub for emergency incidents, activities, and events. The Watch Desk receives notifications from stakeholders and then distributes notifications according to SOPs to relevant stakeholders to initiate operational readiness, situational awareness, and emergency coordination actions.

The Watch Desk is typically the primary state government entity that local governments contact when they identify threats, report emergency events, and request state emergency support assistance. It allows local emergency management officials a one-stop shop to access all state emergency support resources instead of local governments having to make multiple calls to different state government entities.

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.

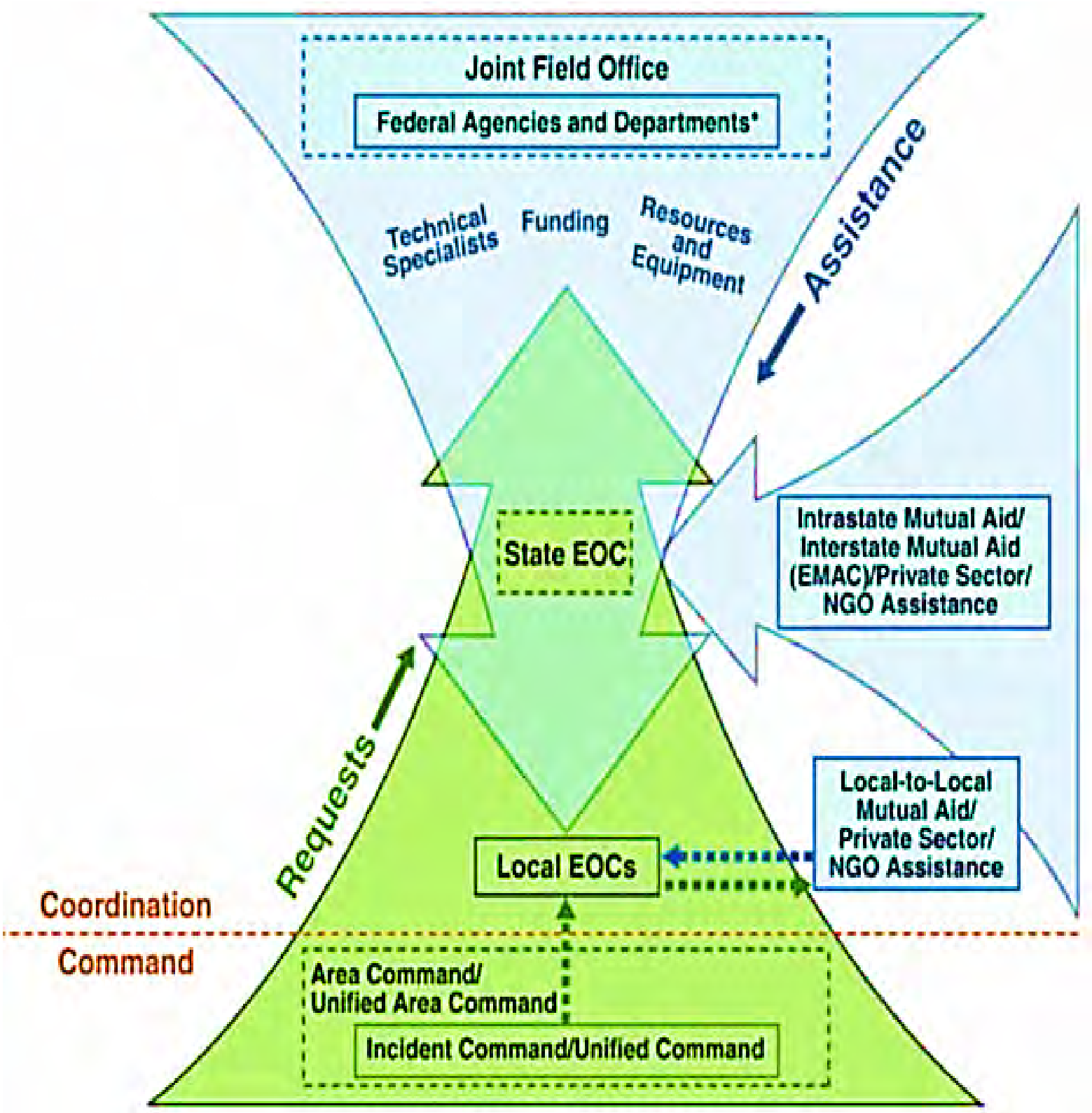
RESOURCE SUPPORT

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 SEOC 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 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 11. RESOURCE REQUEST PROCESS



INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

Developing a Common Operating Picture (COP) for emergency management partners is essential to ensuring effective and coordinated response and recovery operations. This section describes how essential event information will be collected, analyzed, and disseminated to appropriate stakeholders to provide a reliable, relevant, accurate, and timely COP.

To ensure an effective intelligence flow, emergency response agencies at all levels must establish communications systems and protocols to organize, integrate, and coordinate intelligence among the affected agencies.

INFORMATION COLLECTION

Indiana utilizes a web-based, crisis, information management system known as WebEOC. The primary objective of WebEOC is to provide key personnel with a platform to share, analyze, and manage emergency management and homeland security information throughout the State. The system provides resource management capabilities to share information and track critical missions and tasks. WebEOC is a vital daily operations tool for the purpose of organizing, managing, and sharing critical information before an emergency or disaster. Access to WebEOC is limited to local, state, and federal homeland security partners who have an operational need to utilize this collaborative tool. Nongovernmental and private sector partners are provided limited access on a case-by-case basis.

Stakeholders, local emergency management agencies and Emergency Support Functions (ESF) organizations for example, are requested to update WebEOC with situational updates. If the county response capabilities are overwhelmed or depleted, local officials may request assistance from the State. Counties in need of State assistance are requested to submit resource requests through their County Emergency Manager to the Indiana Department of Homeland Security (IDHS) through the online WebEOC portal and following up by calling the IDHS Watch Desk, if after normal SEOC work hours.

Information may flow into the State Emergency Operations Center (SEOC) through various communication channels and may be from several sources including government agencies at all levels, NGOs, the private sector, media, and the general public.

The SEOC staff process incoming information into the following five broad categories for handling:

- Requests for Assistance
- Situation Information
- Offers of Assistance

- Inquiries
- Nonemergency

The National Incident Management System outlines a wide variety of methods utilized by personnel to accomplish data gathering:

- Obtaining data from 911 calls from public safety telecommunicators or from dispatch systems
- Monitoring radio, video, and/or data communications among responders
- Reading SITREPs
- Using technical specialists such as National Weather Service representatives
- Receiving reports from field observers, Incident Command Posts (ICPs), Area Commands, Multi-Area Coordination (MAC) Groups, Department Operating Centers (DOCs), and other EOCs.
- Deploying personnel to EOCs, other facilities, and operational field offices
- Analyzing relevant geospatial products; and monitoring print, online, broadcast, and social media

A data collection plan is established in the SEOC and Watch Desk to standardize the recurring process of collecting critical information. This type of plan is usually a matrix that describes what essential elements of information (EEI) would be required for informed decision making from an all-hazards perspective. A Lifeline dashboard report indicating the status of a lifeline during an event with a color-coded/stoplight status can be developed and utilized, as needed. Static datasets that can have cascading impacts/failures of critical infrastructure and their impacts to the lifelines to help determine response priorities include, but are not limited to, roads, power plants, power lines, and hospitals. Live operational datasets depicting actual impact for response and recovery efforts include, emergency communications, shelter status, road closures, power outages, water status, and hospital status.

INDIANA INTELLIGENCE FUSION CENTER (IIFC) AND SEOC COORDINATION

The collaboration between the Indiana Intelligence Fusion Center (IIFC) and the SEOC is critical. The IIFC collects, integrates, evaluates, analyzes, disseminates, and maintains criminal intelligence information and other information to support governmental agencies and private organizations in detecting, preventing, investigating, and responding to criminal and terrorist activity in compliance with applicable state and federal laws and regulations. The IIFC works collaboratively with IDHS in the development and creation of the Indiana Hazard Identification and Risk Assessment (HIRA). Fusion Center and SEOC coordination ensures products, reports, and analysis capabilities can be leveraged to support emergency management

operation activities when incidents require such a response. Both entities enhance planning, mitigation, and response efforts.

FIGURE 12. EOC AND FUSION CENTER EFFECTIVE COORDINATION STEPS

Source: DHS.

ANALYSIS AND DISSEMINATION

Essential Elements of Information (EEI's) are crucial information requirements related to an event that are needed by the senior decision makers. EEI's allow for analysis of all available information together to assist decision makers in reaching logical decisions based on the latest details related to the incident.

Key information is shared with local, state, and federal partners through various reports and collaboration for situational awareness, decision making purposes, and intelligence gathering as appropriate. Emergency Operations Center staff analyze validated data to determine its implications for incident management and to turn raw data into information that is useful for decision making. Analysis addresses the incident's information needs by breaking those information needs into smaller, more manageable elements and then addressing those elements. Executive Summaries, Situation Reports, and other special bulletins are disseminated from the SEOC to relevant partners.

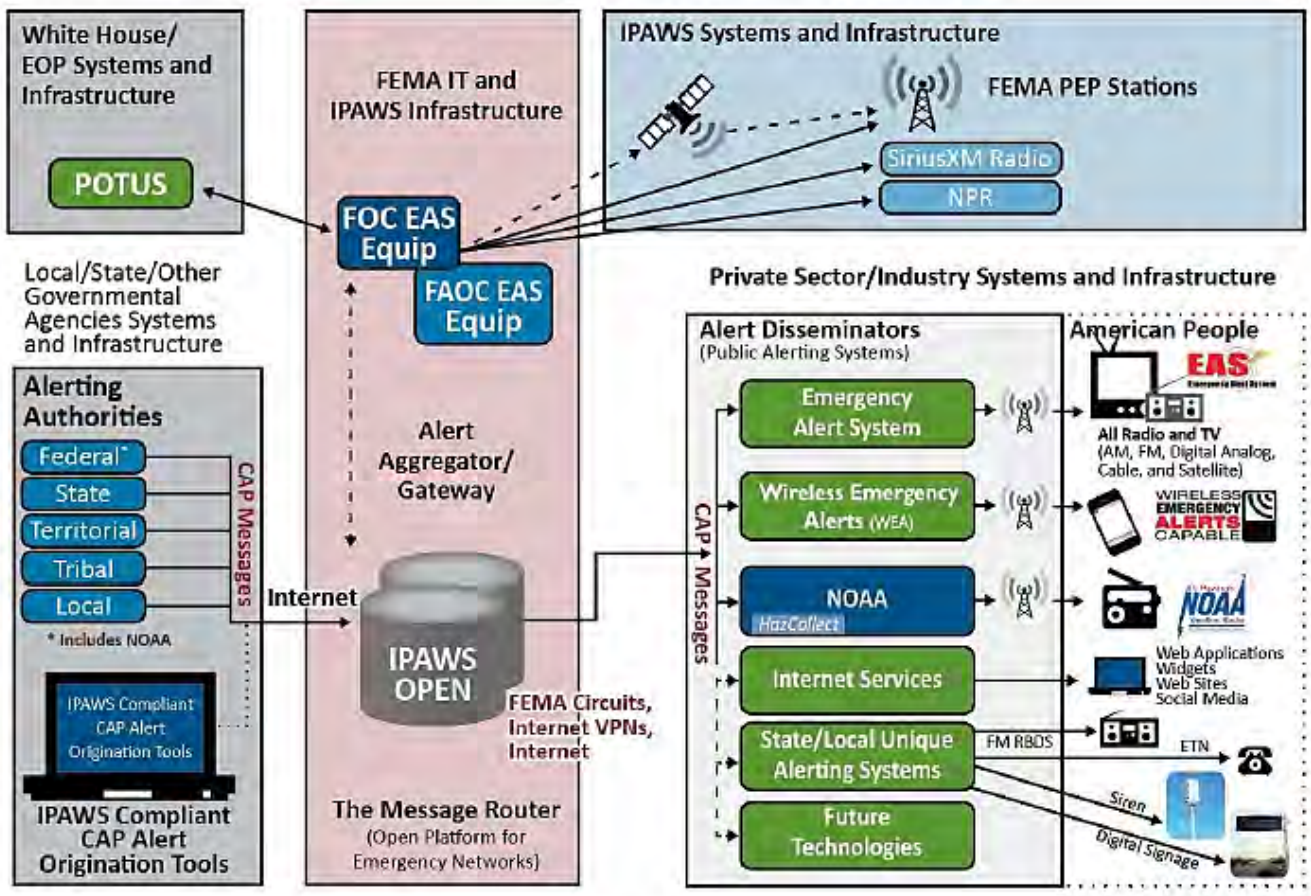
Federal systems are also utilized for critical and sensitive information sharing with federal partners including the Homeland Security Information Network (HSIN) and other secure systems.

COMMUNICATIONS

The Integrated Public Alert and Warning System (IPAWS) provides integrated alert and warning services to local, state, tribal, territorial, insular area, and federal authorities. IPAWS addresses the general public, including individuals with access and functional needs, such as individuals with disabilities, those from religious and racial and ethnically diverse backgrounds, and people with limited English proficiency. IPAWS allows authorized alerting authorities to send one message which is disseminated simultaneously through multiple communications methods and devices to reach as many people as possible to save lives and protect property.

IPAWS allows the President and/or delegated officials to address the American people during all emergency or disaster circumstances. IPAWS enables local, state, tribal, territorial, insular area, and federal alert and warning emergency communication officials to access multiple broadcast and other Common Alerting Protocol compliant communications pathways such as the Emergency Alert System (EAS), Wireless Emergency Alerts (WEA) {formerly known as Commercial Mobile Alert System (CMAS)}, and National Weather Service (NWS) Dissemination Systems, and other unique alerting technologies, for the purpose of creating and activating alert and warning messages. Figure 13 demonstrates the IPAWS architecture.

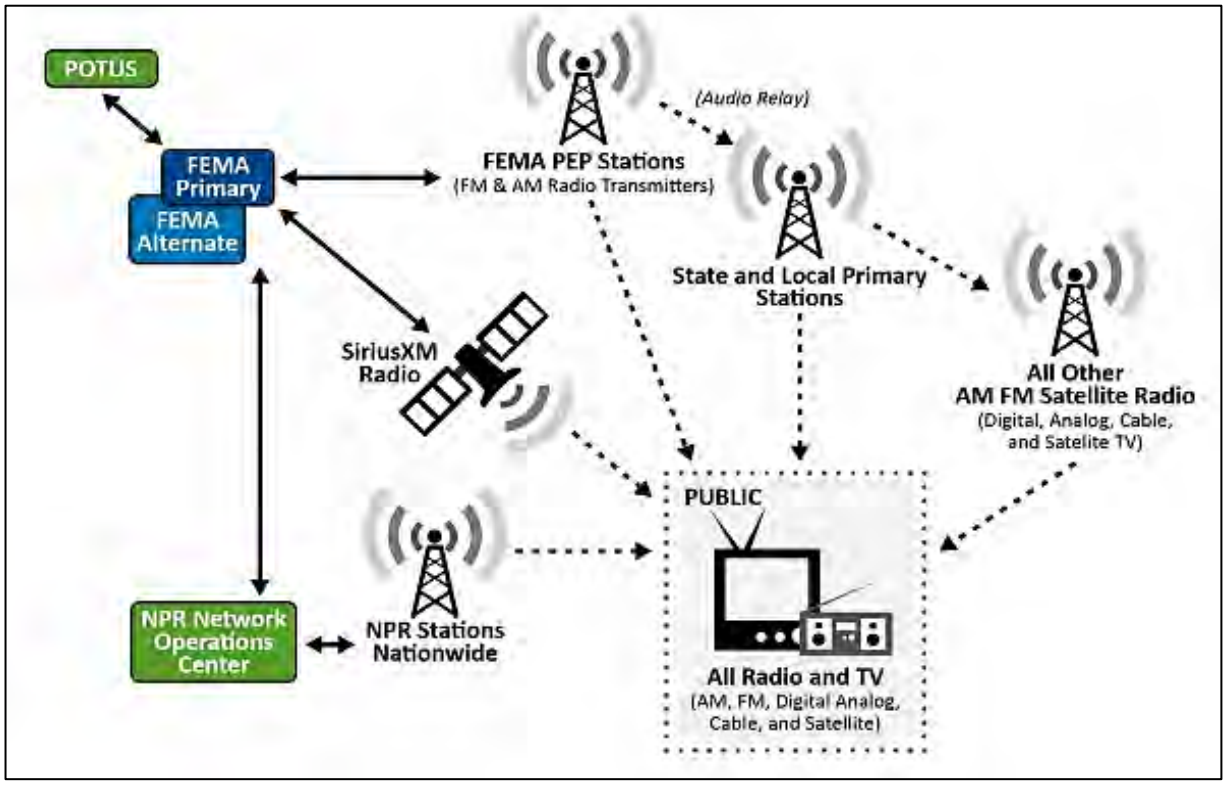
FIGURE 13. INTEGRATED PUBLIC ALERT AND WARNING SYSTEM (IPAWS) ARCHITECTURE



The WEA component of IPAWS provides an interface to participating mobile service providers for the delivery of alert information to individual mobile devices located within the affected area. The IPAWS WEA capability provides public safety officials with the ability to send 90 character, geographically targeted, text-like alerts to the public, warning of imminent threats to life and property. The cellular industry is a critical partner in the implementation and operation of this alert capability.

The Emergency Alert System (EAS) is a national public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service providers, and direct broadcast satellite providers to provide communications capability to the President and/or delegated officials to address the American people during a national emergency. The system may also be used by local, state, tribal, territorial, and insular area authorities to deliver important emergency information such as imminent threats, weather information, America's Missing: Broadcasting Emergency Response (AMBER) alerts, and local incident information. The EAS is regulated by the Federal Communications Commission (FCC) and is managed by FEMA. In the event of a Presidential activation of the EAS, FEMA activates the EAS through the FEMA Operations Center. The distribution of EAS messages is reflected below.

FIGURE 14. EMERGENCY ALERT SYSTEM



To ensure effective communication and information flow, emergency response agencies at all levels must establish communications systems and protocols to organize, integrate, and coordinate information among the affected agencies. The following is a list of identified

potential alternative communications, assuming that landline, wireless communication devices, and internet are primary sources of communication. Any of these can be primary forms of communications. Any of these can be used alone or in conjunction with other communication systems. One or all, may be operable at any given time within the state. For additional details, please refer to the State Disaster Communication Plan.

COMMUNICATION METHODS

- Data including: WebEOC, Email, Text, Social Media, and Cisco Jabber
- Integrated Public Alert and Warning System (IPAWS)
- Emergency Alert System (EAS)
- Wireless Emergency Alerts (WEA)
- National Oceanic and Atmospheric Administration (NOAA) All-Hazard Weather Radio
- Indiana Department of Transportation (INDOT) Signage
- Amateur Radio
- Alternative Local Emergency Management Agency (EMA) Website
- Nontraditional avenues: Private Sector Partners and Translation Services
- Wireless Priority Services (WPS)
- Government Emergency Telecommunications Service (GETS)
- 800 MHz Radio System
- Mutual Aid repeater system
- Indiana Law Enforcement Emergency Network (ILEEN)
- Satellite Radio/Phones
- Broadband Global Area Network (BGAN)
- Radio Emergency Associated Communications Teams (REACT)
- Military Affiliate Radio System (MARS)
- FirstNet
- 155 MHz Backup Radio System
- Indiana Hospital Emergency Radio Network (IHERN)
- Runners

ESF #2 Annex and other State Communication Plans contain additional detailed information on the State of Indiana Communication capabilities.

ADMINISTRATION, FINANCE AND LOGISTICS

ADMINISTRATION

Various processes are used to track disaster response and recovery operations in Indiana. WebEOC, FEMA, and spreadsheets are examples of Indiana systems utilized to document planning, operations, logistics, response, and recovery operations for an incident. PeopleSoft is utilized to track personnel, financial and IDHS assets.

FINANCE

This section provides financial management guidance to the Indiana Department of Homeland Security (IDHS) and other State agencies to ensure funds are provided and financial operations are conducted in accordance with State policies and procedures during the response and recovery phases of an emergency or disaster. The policy of the State of Indiana, as identified in Indiana Code 10-14-3-32, ensures funds will always be available to meet the needs for disasters and emergencies. If these regularly appropriated funds for State and local agencies are inadequate to cope with a particular disaster or emergency event, additional funding may be available from the Governor's Contingency Fund under the provisions of Indiana Code 4-12-1-15 and 10-14-3-28**.**

Depending upon the magnitude and nature of the disaster event, federal assistance and financial support may also be made available following an approved Governor's Emergency or Major Disaster Declaration. This assistance may be through financial reimbursement to the state or local eligible entity or through the tasking of federal assets to provide assistance. When an event is not large enough for federal support, the State Disaster Relief Fund under Indiana Code 10-14-4 may assist eligible entities with limited response and recovery costs.

FINANCIAL MANAGEMENT RESPONSIBILITIES

The IDHS Executive Director will identify and attempt to acquire emergency funds for the response and recovery of the disaster emergency, direct efforts to secure additional emergency appropriations, and designate a program manager for funds allocated to emergency response and recovery activities.

The IDHS Executive Director or a designee may act on his/her behalf or absence pursuant to Indiana Code 10-19-3-5, to acquire funds for response and recovery activities.

The primary individual charged with the responsibility to collect, organize, report, and disseminate disaster funds will be the IDHS Chief Financial Officer (CFO). The CFO will ensure the following is completed:

- During the response phase, serve as primary advisor to the Executive Director or designee on all financial matters.
- The CFO has signature authority for funds allocated to an emergency or disaster.
- The CFO will work closely with program managers to ensure proper management of funds.

The IDHS Emergency Management Division Director will act as the primary coordinator for disaster operations and will outline critical resources, equipment and services which may require the expenditure of funds to manage and stabilize emergency situations.

FINANCIAL MANAGEMENT OPERATIONS

Timely financial support of response activities will be critical to successful emergency response. Innovative and expeditious means may be used to achieve financial objectives. It is mandatory for generally accepted state financial policies, principles, and regulations to be employed to ensure against fraud, waste, and abuse and to achieve proper control and use of public funds.

The procurement of resources will be in accordance with the Indiana Department of Administration (IDOA) and statutory requirements for established procedures regarding emergency and nonemergency conditions.

Each agency is responsible for providing its own financial services and support to its response operations in the field, as well as the recording and retention of all financial documentation. Funds to cover eligible costs for response activities may be dispersed through IDHS. The following key tasks for financial operations should be considered to effectively support and manage funding for emergency activities:

PREVENTION FUNDING

The Indiana Department of Homeland Security (IDHS) is responsible for coordinating homeland security initiatives and various federal grants including the State Homeland Security Program (SHSP) grant. This grant is used to aid in the training of emergency first responders, the purchase of state-of-the-art equipment for combating and preventing terrorist acts and for planning, and exercise. Funds are also used for management and administration of the grant program.

PREPAREDNESS FUNDING

Each agency should prepare for future emergency budgets by studying past emergency responses and identifying needs not met by their current budget. Contingencies, such as mutual aid and agency partnerships, are a way to address unmet needs.

MITIGATION FUNDING

Each agency is required to use finances from their own budgets to mitigate potential emergency situations affecting their agency's ability to respond to and recover from emergencies.

RESPONSE FUNDING

After a Governor's Emergency or Major Disaster Emergency Declaration, State agencies may be required to spend more than their allocated budget to respond effectively to the emergency. After State agencies begin their initial response operations, it may be necessary to prepare and submit a report on the estimated funding needs for the duration of the emergency response. The purpose of the estimate is to help establish the need for additional allocation from the Governor's Contingency Fund or supplemental or special legislative appropriations.

RECOVERY FUNDING

Indiana Code 4-12-1-15 states emergency or contingency funds may be appropriated for the repair or replacement of any building or equipment, which has been destroyed, or has been so damaged as to materially affect public safety. In addition, the State Disaster Relief Fund per Indiana Code 10-14-4 may be available to provide financial assistance to eligible local government entities for "the costs of repairing, replacing, or restoring public facilities or individual residential real or personal property damaged or destroyed" by a declared disaster not resulting in federal assistance.

Indiana has an active network of volunteer organizations which assist both during the response and recovery phases of a disaster event. The INVOAD, Indiana Voluntary Organizations Active in Disaster provide disaster survivors with immediate needs assistance during and immediately after an event, as well as working with the County Organizations Active in Disaster (COAD) and the Long-Term Recovery Groups (LTRG) to assure all event survivors with unmet needs are addressed.

FINANCIAL RECORDS AND SUPPORTING DOCUMENTATION

All agencies must maintain records, receipts, and documents to support claims, purchases, reimbursements, and disbursements. Reimbursement requests will be documented with specific details on personnel services, travel, and other expenses.

Agencies requesting reimbursements will maintain all financial records, supporting documents, statistical records, and other records pertinent to the provision of services or use of resources by that agency. These materials must be accessible to authorized representatives for the purpose of making audits, excerpts, and transcripts.

LOGISTICS

The SEOC Logistics Section acts as the State's resource management entity before, during, and after emergency events. The Logistics Section is primarily focused on coordinating the acquisition, deployment, and distribution of needed resources, supplies, systems, and commodities through the establishment of an effective supply chain.

The Logistics Section ensures transportation requirements and requests for facilities and support are addressed including Commodity Points of Distribution (C-PODs) and Logistical Staging Areas (LSAs.)

Additionally, the Logistics Section:

- Coordinates for the procurement of needed resources with the Finance Section.
- Engages with the Operations Section on missions requiring additional assistance through partner State agencies, NGOs, and the private sector.
- Develops a working relationship with the Federal Emergency Management Agency (FEMA) regarding Resource Requests Form processes and procedures for obtaining federal assistance.
- Coordinates state-to-state mutual aid through the Emergency Management Assistance Compact. (EMAC)

The State EOP includes the State of Indiana Logistics Annex and multiple Appendices which contain detailed information on the State of Indiana logistical capabilities.

PLAN DEVELOPMENT AND MAINTENANCE

PLAN DEVELOPMENT

The Indiana Department of Homeland Security (IDHS) Planning Section is responsible for obtaining and documenting program and technical content of the State EOP and associated support plans and annexes. The designated primary agency personnel are the key point of contacts for planning collaboration along with IDHS Planning Managers and the IDHS State Planning Director. The primary agency identifies required planning committee members and provides the assigned Planning Manager with committee contact information and expectations of planning needs. The Planning Manager ensures compliance with FEMA's Comprehensive Preparedness Guide (CPG) 101 standards including the FEMA 6-Step Planning Process and the Whole Community Planning Model. The Planning Manager will review committee member lists and make recommendations regarding other potential stakeholder involvement.

The primary agency approves all program and technical content changes during the development, review, and scheduled update of the plan. Once the plan is approved by the planning committee in draft form, it is routed through the following review process: the IDHS State Planning Director, IDHS Office of General Council, IDHS Office of Public Affairs, IDHS Emergency Management Director and the IDHS Executive Director for final review prior to submitting to the Indiana Governor for promulgation.

PLAN MAINTENANCE

The IDHS Emergency Services Planning Manager oversees maintenance, formatting, and editing of the Emergency Operation Plan. The Planning Manager ensures the planning schedule is accurately published and timelines followed. The Planning Manager schedules whole community planning meetings, creates, and distributes meeting agendas and subsequent meeting minutes. The Planning Manager facilitates planning meeting group discussion, as needed to achieve meeting objectives, and maintains electronic current and historical planning checklists and copies of current and previous plan versions with tracked changes. The Planning Manager electronically distributes the approved plan, prints a hard copy, and files it in the IDHS Planning Library. An electronic file of the plan is posted in the IDHS restricted planning library drive, Microsoft Teams, and WebEOC. Finally, the Planning Manager submits the electronic version to IDHS PIO for posting on the IDHS website.

IDHS, in coordination with other State agencies and stakeholders, will review the EOP every 24 months unless otherwise instructed by the IDHS Executive Director, and provide revisions and updates as needed. After a state-supervised exercise, the EOP will reflect revisions and updates from lessons learned in the After-Action Review (AAR) and Improvement Plan (IP).

TRAINING, EXERCISE, VALIDATION, AND CORRECTIVE ACTION

TRAINING

The IDHS Training Section is responsible for developing and implementing a statewide training system in Indiana. The system includes:

- Curriculum development
- Quality assurance
- Course administration
- Instructor development & integrity
- Certifications/Credentialing
- Compliance
- Online Learning Management

The areas include Fire, EMS, EMA/Telecommunications, HazMat, Search and Rescue, Leadership Development, Code Enforcement, Grant Management, WebEOC, Recovery and staff development.

The Training Section collaborates with public safety boards and commissions in the state to establish criteria for certification and credentialing of public safety personnel including Incident Command System (ICS) position-specific certification and credentialling. Training for emergency preparedness involves federal, state, and local organizations. FEMA and other stakeholders offer various courses in preparedness, response, planning, and assessment. All personnel involved in incident response are strongly encouraged to attend trainings.

The IDHS Training Section is the Indiana point of contact for NIMS and ICS training provided by FEMA. The IDHS training calendar and course registration is available on the Indiana Public Safety Personnel Portal also known as Acadis. The Acadis Portal is a training management tool to better serve emergency managers, firefighters, law enforcement, emergency medical services, public works, public health, volunteer organizations, elected and appointed officials and others throughout the state with their training needs. Acadis tracks courses completed and certifications as well as exercises completed utilizing a unique Public Safety Identification (PSID) number for each individual.

The Fire and Public Safety Academy Training System is an education and training section under the Indiana State Fire Marshal and was established as an institution for public safety education, training and advanced studies for Indiana's fire department personnel and volunteers; emergency medical services personnel; telecommunicators; emergency management personnel and chemical, biological, radiological, nuclear and explosives personnel in the areas of fire prevention; enforcement of fire safety laws; firefighting; emergency medical services and other areas of public safety. The Fire and Public Safety

Training System was also created to establish inspection training requirements for members of volunteer fire companies and to certify individuals who meet those requirements.

RECOMMENDED AND REQUIRED TRAINING COURSES

State and local organizations are required to establish and maintain training programs and offer training on an initial and annual basis to emergency responders and support personnel. The State of Indiana establishes the scope and nature based on local requests of training offered and schedules courses. Indiana requires IS 100(c), 200(c), 700(b), and 800(d) (free online) as pre-requisites for ICS 300 and 400 (free in-person) as well as several other courses. There are a multitude of institutions and partnerships throughout the nation that offer training courses beyond the courses previously mentioned. They are premier providers of leadership and technical skill training. Many courses are offered free of charge and virtually, however some require fees including travel expenses. Training needs vary depending on position held and specific duties. Specialized courses can be arranged as the need arises or individuals can apply for training at FEMAs Emergency Management Institute (EMI). Table 7 is the list of recommended basic training to attend. An entire course list can be found at National Preparedness Course Catalog.

TABLE 7. BASIC EMERGENCY MANAGEMENT TRAINING COURSE RECOMMENDATIONS
To request EMA training, go to the ACADIS Indiana Public Safety Portal and fill out the webform titled EMA and Consortium Courses – Course Request.

BASIC TRAINING COURSE RECOMMENDATIONS	
ON-LINE	**IN-RESIDENCE**
IS-100.c - Introduction to Incident Command System (ICS)	ICS 300: Intermediate Incident Command System for Expanding Incidents
IS-120.c - An Introduction to Exercises	ICS 400: Advanced ICS for Command and General Staff - Complex Incidents
IS-200.c - ICS for Initial Response	E/L0101 – Foundations of Emergency Management
IS-230.d – Fundamentals of Emergency Management	E/L0102, Science of Disaster
IS-235.c - Emergency Planning	E/L0103 - Planning: Emergency Operations
IS-700.b - National Incident Management System (NIMS), An Introduction	E/L0105 - Public Information and Warning
IS-800.d - National Response Framework, An Introduction	E/L/K0146, Homeland Security Exercise and Evaluation Program (HSEEP)

EXERCISE

The IDHS Exercise Section coordinates exercising and validating all state emergency plans. IDHS utilizes the Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP is the national standard for exercise design and implementation. HSEEP incorporates the National Preparedness Goal's 32 Core Capabilities as a standardized methodology to evaluate and document exercises and develop improvement plans.

The IDHS State Exercise Officer is responsible for coordinating with the IDHS State Planning Director regarding priority setting for exercising the EOP, subsequent support and hazard specific plans and annexes. This coordination is typically completed during the annual Integrated Preparedness Planning Workshop (IPPW). The designated IDHS Planning Manager will assist the IDHS Exercise staff in exercising the identified plan.

DISCUSSION-BASED EXERCISES

SEMINARS: Orient participants or provide an overview of plans, policies, and procedures

WORKSHOPS: Focus on development of a product by the attendees

TABLETOP EXERCISES: Assess plans, policies, and procedures regarding a hypothetical, simulated emergency.

GAMES: Simulation of operations that often involves two or more teams designed to depict an actual or hypothetical situation

OPERATIONS-BASED EXERCISES

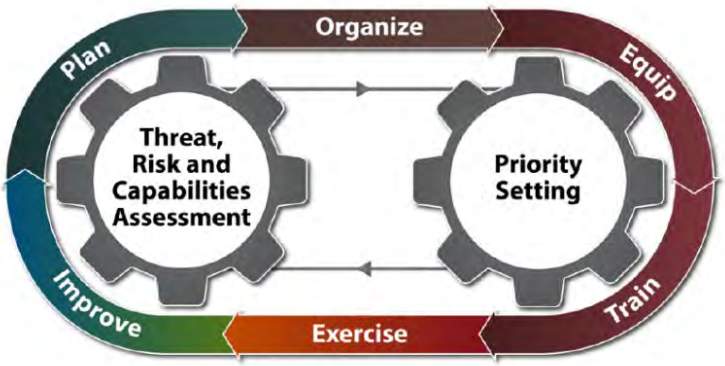
DRILLS: Test a single operation or function in a single agency or organization

FUNCTIONAL EXERCISES: Test individual capabilities, multiple functions, or activities within a function; however, movement of personnel and equipment is usually simulated.

FULL-SCALE EXERCISES: Test many facets of response and recovery and involves multiple agencies and jurisdictions.

FIGURE 15. EXERCISE PROGRESSIVE APPROACH

Exercise frequency and schedule is continually updated at the annual Indiana Integrated Preparedness Planning Workshop (IPPW) as changes are possible based on real-world circumstances. The Integrated Preparedness Schedule (IPS) is a projection of future exercise activities and is created in conjunction with the Integrated Preparedness Plan (IPP). The IPPW ensures that risk assessments, plans and trainings are scheduled and conducted prior to conducting an exercise in a more integrated, concerted effort. Indiana's IPPW process shifts each year as it develops the next 3-year planning, training and exercise priorities based on identified threats, hazards, capability gaps and areas for improvement. This is based on state, local, and external sources, requirements, and accreditation standards and regulations. The number of personnel involved in the exercise must be sufficient for carrying out those measures required by the incident scenario.



Indiana's 3-year integrated preparedness schedule, illustrated in Figure 16 identifies the exercise cycle and exercise complexity. These are the results of the priority selected from state and local threat assessments, etc. The following are the priority plans to be exercised:

STATE

- Wabash Valley Seismic Zone (WVSZ) (2019 – 2022)
- Terrorism and Continuity of Operations (2021 – 2023)

NORTH REGION

- Civil Unrest (2021 – 2022)
- Hazardous Materials – Transportation Incident (2023 – 2025)

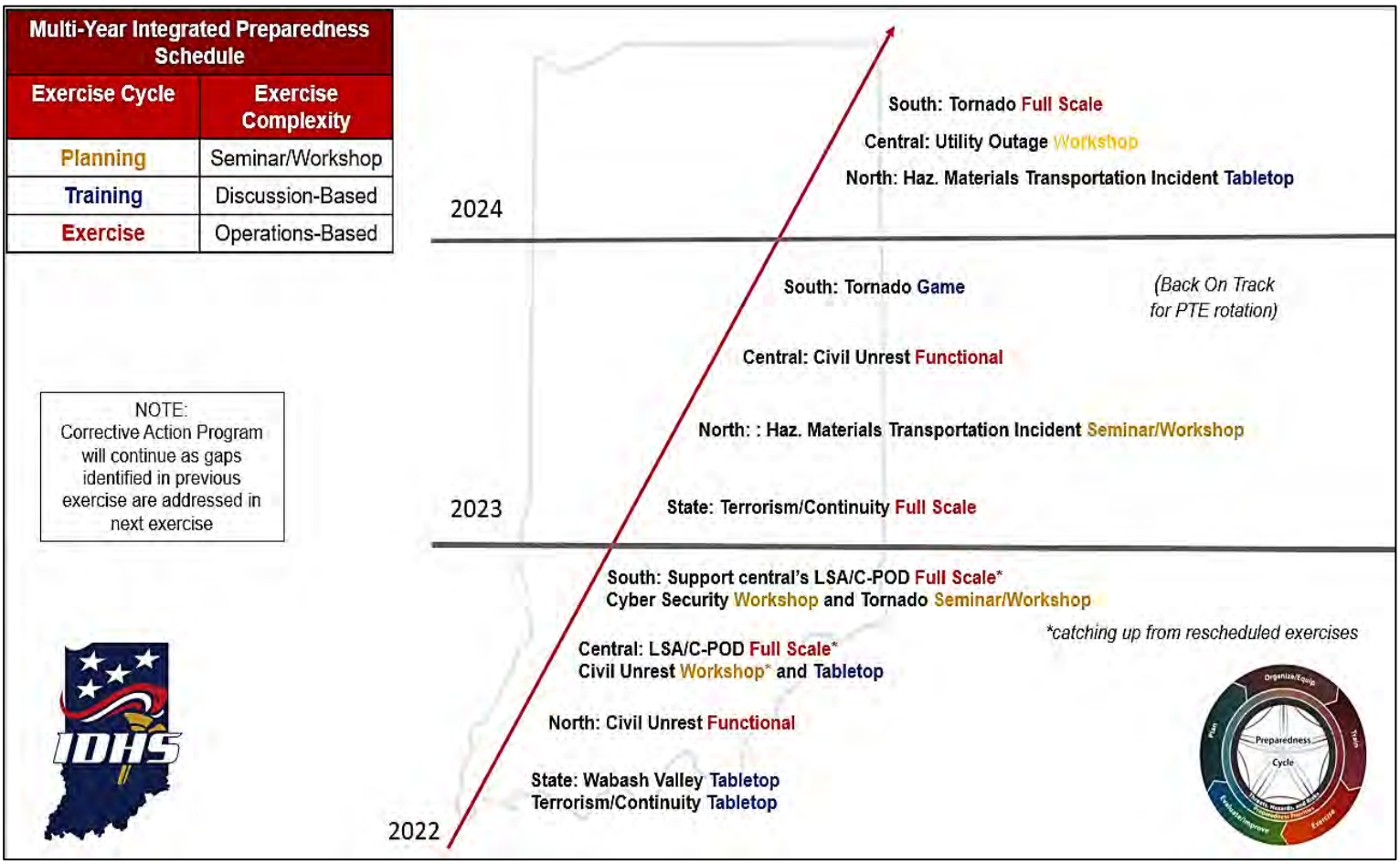
CENTRAL REGION

- Logistics Staging Area (LSA)/Commodities Point of Distribution (C-POD) (2019 – 2022)
- Civil Unrest (2022 – 2023)
- Utility Outage (2024 – 2026)

SOUTH REGION

- LSA/C-POD (2019 – 2022)
- Cybersecurity (2022)
- Tornado / Damage Assessment (2022 – 2024)

FIGURE 16. MULTI-YEAR INTEGRATED PREPAREDNESS SCHEDULE



VALIDATION AND CORRECTIVE ACTION (REAL-WORLD VS. EXERCISE)

PLAN REVIEW

The State of Indiana Emergency Operations Plan (EOP) will be reviewed for accuracy and effectiveness on the following occasions:

- Upon completion of review based on the Planning Section schedule
- Following execution and/or activation of the EOP during a real-world event
- Following an exercise of the EOP
- A change in state or federal guidelines, standards, or plans
- At the direction of the Governor, Executive Director of Homeland Security, and/or IDHS Emergency Management Director

CORRECTIVE ACTION PROGRAM (CAP)

The IDHS Corrective Action Program (CAP) shall be executed on exercises and/or real-world incidents or events. The CAP Standard Operating Procedure (SOP) focuses on the policy, guidelines, procedures, responsibilities, and a committee structure to implement this program. Prioritization of corrective actions is important to identify those deficiencies that need corrected quickly as possible. Significant deficiencies shall be reported to management along with appropriate information to explain the issue and recommendations to correct the deficiency. Management is informed until the deficiency is resolved. Tracking the corrective action progress is critical to continued improvement of incident preparedness. Plans, procedures, and personnel may need to be updated as lessons are learned from the documentation, an after-action conference, and review of best practices.

AFTER-ACTION REPORT / IMPROVEMENT PLAN (AAR / IP)

As training, exercise or real-world events occur, it is important to document gaps and successes to improve the plan and readiness for the next similar real-world event. An After-Action Report summarizes key real-world and/or exercise-related evaluation information, including an exercise overview and analysis of objectives and core capabilities.

REAL-WORLD EVENTS

Under the current policy, the IDHS Planning Section develops an After-Action Report (AAR) and Improvement Plan (IP) alongside a committee chaired by the SEOC Manager. The AAR and IP shall be written utilizing real-world event observations, participant analysis, lessons learned, notes, reports, and other appropriate documentation. An after-action conference for a real-world incident will be conducted within 30 days of the return to normal operations of the SEOC. All personnel managing, directing, coordinating, or otherwise involved with a real-world response to an emergency or disaster event shall implement a corrective action program. An after-action report and improvement plan for a real-world incident shall be completed within 60 days of the return to normal operations of the SEOC.

EXERCISE AAR / IP

The IDHS Exercise Section develops an AAR/IP for tabletop, and operation-based exercises. An AAR/IP is developed by incorporating information taken from Exercise Evaluation Guides (EEGs), exercise feedback forms, and hotwash notes. Upon completion of an exercise, the lead exercise planner will facilitate an After-Action Conference (AAC) with participants where corrective actions are identified and included in the Improvement Plan (IP). The IDHS Exercise Section follows an SOP for submitting an After-Action Report (AAR) and/or an Improvement Plan (IP). Upon approval by the IDHS Executive Director, IDHS Exercise sends the AAR/IP to FEMA at hseep@fema.dhs.gov. The AAR is completed within 90 days of an exercise event.

AUTHORITIES AND REFERENCES

Federal, state, tribal, and local laws, and their implementing regulations establish legal authority for development and maintenance of emergency management plans. The following pages provide a general overview of the roles and responsibilities of State agencies which may be involved in an emergency response or in an emergency management operation. Each department/agency shall develop and maintain standard operating procedures in an agency Emergency Plan or Continuity of Operations Plan which supports the EOP.

FEDERAL AUTHORITY

42 UNITED STATES CODE 11001 ET SEQ., SUPERFUND AMENDMENT AND REAUTHORIZATION ACT OF 1986, TITLE III

This Code establishes State emergency response commissions, emergency planning districts and local emergency planning committees and their associated regulations.

OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA), HAZARDOUS WASTE OPERATIONS AND EMERGENCY RESPONSE (HAZWOPER), 29 CFR 1910.120, 1986

This OSHA standard includes safety requirements employers must meet in order to conduct five specific types of hazardous waste operations.

ROBERT T. STAFFORD DISASTER RELIEF AND EMERGENCY ASSISTANCE ACT, 42 UNITED STATES CODE (USC) 5121 ET SEQ., NOVEMBER 23, 1988

This federal law establishes and provides direction for federal and state government entities affected by emergencies and disasters and the means and methods necessary to declare and seek reimbursement and monies to support recovery efforts.

44 CODE FEDERAL REGULATIONS. EMERGENCY MANAGEMENT AND ASSISTANCE, CHAPTER 1

This Code governs the policies, procedures, and programs regarding State and local emergency management assistance required and provided by the Federal Emergency Management Agency (FEMA).

NATIONAL OIL AND HAZARDOUS SUBSTANCES POLLUTION CONTINGENCY PLAN, 1994

The National Oil and Hazardous Substances Pollution Contingency Plan, more commonly called the National Contingency Plan or NCP, is the federal government's blueprint for responding to both oil spills and hazardous substance releases. The National Contingency

Plan is the result of our country's efforts to develop a national response capability and promote overall coordination among the hierarchy of responders and contingency plans.

PUBLIC HEALTH SECURITY AND BIOTERRORISM PREPAREDNESS AND RESPONSE ACT, JUNE 12, 2002

Also known as, the Bioterrorism Act of 2002; this law establishes guidance and directives for the prevention, tracking and reporting of potential or actual events of bioterrorism within the United States. It focuses the public health response personnel toward a number of preparedness activities, which include emergency planning, training, and exercises. It also provides for funding of public health initiatives such as public outreach and equipping personnel for bioterrorism threats.

HOMELAND SECURITY ACT OF 2002, NOVEMBER 25, 2002

This Act establishes the United States Department of Homeland Security and organizes existing agencies and departments at the federal level into an overall structure to support the protection of the American Homeland.

PRESIDENTIAL POLICY DIRECTIVE 5, FEBRUARY 28, 2003

This Presidential Executive Order establishes and directs the development of the National Incident Management System (NIMS) for the purpose of managing and coordinating major natural or human-caused hazards at the federal, state, and local jurisdictional levels. Additionally, NIMS is now a requirement for all state and local entities receiving federal preparedness assistance through grants, contracts, or other activities.

PRESIDENTIAL POLICY DIRECTIVE 7, DECEMBER 17, 2003

This Presidential Executive Order establishes a national policy for federal departments and agencies to identify and prioritize critical infrastructure and key resources in the United States with the purpose of protecting these locations from terrorist attacks.

PRESIDENTIAL POLICY DIRECTIVE 8, DECEMBER 17, 2003

Presidential Policy Directive 8 establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal. PPD 8 establishes mechanisms for improved delivery of federal preparedness assistance to State and local governments, and outlining actions to strengthen preparedness capabilities of federal, state, and local entities.

PRESIDENTIAL POLICY DIRECTIVE 9, JANUARY 30, 2004

This Directive establishes a national policy to defend the agriculture and food system against terrorist attacks, major disasters, and other emergencies.

U.S. DEPARTMENT OF HOMELAND SECURITY, NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS), DECEMBER 2008

This document provides background information on the National Incident Management System (NIMS), which includes a detailed explanation of the core set of concepts and principles of which the program is comprised. These components include command and management, preparedness, resource management, communication, and information management, supporting technologies, and ongoing management and maintenance.

NATIONAL PREPAREDNESS GOAL SEPTEMBER 2011

The National Preparedness Goal reflects a whole community approach which focuses on the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from the threats and hazards which pose the greatest risk to the Nation.

NATIONAL DISASTER RECOVERY FRAMEWORK JUNE 2016

The National Disaster Recovery Framework describes context for how the whole community works together to restore, redevelop, and revitalize the community following a disaster. The intended audience for this document is individuals, families, communities, the private and nonprofit sectors, faith-based organizations, local, state, tribal, territorial, insular area, and Federal governments.

NATIONAL MITIGATION FRAMEWORK JUNE 2016

The National Mitigation Framework describes the benefits of being prepared by understanding risks and what actions can help address those risks. The intended audience for this document is individuals, families, communities, the private and nonprofit sectors, faith-based organizations, local, state, tribal, territorial, insular area, and federal governments.

NATIONAL PREVENTION FRAMEWORK JUNE 2016

The National Prevention Framework describes how the whole community plays an important role in assisting with the prevention of imminent terrorist attacks. The intended audience for this document is individuals, families, communities, the private and nonprofit sectors, faith-based organizations, local, state, tribal, territorial, insular area, and federal governments. This Framework applies only to those capabilities, plans, and operations necessary to ensure

the Nation is prepared to prevent an imminent act of terrorism against the United States and does not capture the full spectrum of the Nation's efforts to counter terrorism.

NATIONAL PROTECTION FRAMEWORK JUNE 2016

The National Protection Framework describes the way which the whole community safeguards against acts of terrorism, natural disasters, and other threats or hazards. The Protection processes and guiding principles contained in this framework provide a unifying approach which is adaptable to specific Protection mission requirements, mission activities, jurisdictions, and sectors.

NATIONAL RESPONSE FRAMEWORK OCTOBER 2019

The National Response Framework describes not only how the federal government organizes itself to respond to natural disasters, terrorist attacks, and other catastrophic events, but also the importance of the whole community in assisting with response efforts. The intended audience for this document is individuals, families, communities, the private and nonprofit sectors, faith-based organizations, local, state, tribal, territorial, insular area, and federal governments.

NATIONAL INCIDENT MANAGEMENT SYSTEM – INCIDENT COMPLEXITY GUIDE

The Incident Complexity Guide establishes guidance to support the incident management and emergency management community. This guide establishes a framework for determining incident complexity level to inform emergency planning, preparedness, and training and to improve operational readiness to respond to real events and incidents.

STATE AUTHORITY

INDIANA CODE 10-19-2

This Indiana Code establishes the Department of Homeland Security in the State of Indiana.

INDIANA CODE 10-14-3. EMERGENCY MANAGEMENT AND DISASTER LAW

This Indiana Code is the primary guideline for establishing and coordinating local emergency management programs and provides information on the disaster declaration process, emergency planning, and other pertinent requirements for successful public safety programs.

INDIANA CODE 10-14-5. EMERGENCY MANAGEMENT ASSISTANCE COMPACT

The purpose of this compact is to provide for mutual assistance among the states entering into this compact in managing any emergency or disaster which is duly declared by the governor of

the affected State, whether arising from natural disaster, technological hazard, man-made disaster, civil emergency aspects of resources shortages, community disorders, insurgency, or enemy attack.

INDIANA CODE 16-19-3

This Indiana Code gives the Indiana State Department of Health the authority to act to protect the health and lives of the citizens of the State of Indiana. The code also gives this department "all powers necessary to fulfill the duties prescribed in the statutes and to bring action in the courts for the enforcement of the health laws and health rules."

INDIANA EXECUTIVE ORDER 17-02, JANUARY 9, 2017

Establishes and clarifies duties of state agencies for all matters relating to emergency management and designates the Executive Director of the Indiana Department of Homeland Security as the State Coordinating Officer for all emergency and disaster prevention, protection, mitigation, response, and recovery operations for the State of Indiana.

LOCAL AUTHORITY

LOCAL EMERGENCY MANAGEMENT ORDINANCES

Local Emergency Management (EM) Ordinances are an extension of Indiana Code 10-14-3, at the local jurisdictional level. These local statutes spell out additional, jurisdictional-specific, or area-specific requirements the State law does not address. The Local EM Ordinances also provide the Local Emergency Management Director with the authority to act before, during, and after an emergency or disaster, and define the necessary requirements for establishing and maintaining an effective emergency management and public safety program for a given jurisdiction.

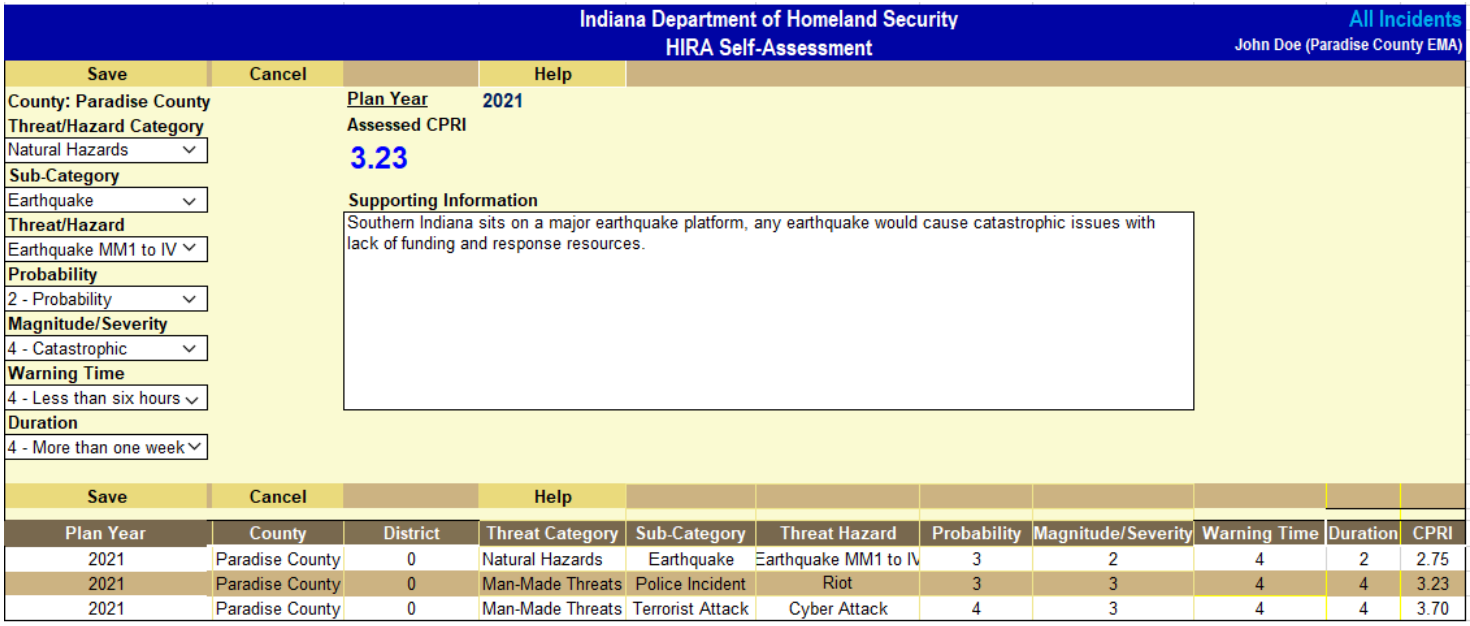
LOCAL COMPREHENSIVE EMERGENCY MANAGEMENT PLANS (CEMP) / OR EMERGENCY OPERATIONS PLANS (EOP)

These documents are the multi-discipline, all-hazards plans modeled after the State EOP and the National Response Framework (NRF) for local jurisdictions within the State of Indiana. The plans provide for a single, comprehensive framework for the management of emergency and disaster events within a given jurisdiction. Local Comprehensive Emergency Management Plans (LCEMPs) outline structure and mechanisms for coordinating local preparedness and response activities. The LCEMP also acts as a general reference point for local agencies to develop contingencies to meet the needs of their communities during emergency or disaster events.

ANNEX A - HAZARDS AND THREATS FROM HIRA

The Hazard Identification Risk Assessment (HIRA) is an annual quantitative process in which jurisdictions select all natural, human-caused, or technological hazards or threats that present the greatest risk to the community. The assessment is embedded in WebEOC, and drop-down menus are selected for probability, magnitude/severity, warning time and duration of threats and hazards. Calculations are auto populated. Figure 17 provides an example of the methodology.

FIGURE 17. HIRA SELF-ASSESSMENT EXAMPLE



Plan Year	County	District	Threat Category	Sub-Category	Threat Hazard	Probability	Magnitude/Severity	Warning Time	Duration	CPRI
2021	Paradise County	0	Natural Hazards	Earthquake	Earthquake MM1 to IV	3	2	4	2	2.75
2021	Paradise County	0	Man-Made Threats	Police Incident	Riot	3	3	4	4	3.23
2021	Paradise County	0	Man-Made Threats	Terrorist Attack	Cyber Attack	4	3	4	4	3.70

TABLE 8. CALCULATED PROBABILITY RISK INDEX (CPRI) RATING SCALE

RISK RATING SCALE	
RISK RATING	CPRI SCORE
Severe Risk	**>2.91 – 4.00**
High Risk	**2.51 - 2.90**
Moderate Risk	**2.00 - 2.50**
Low Risk	**<1.00 – 1.99**

TABLE 9. CALCULATED PRIORITY RISK INDEX (CPRI) FORMULA

CALCULATED PRIORITY RISK INDEX (CPRI) FORMULA
(Probability x 0.45) + (Severity/Magnitude x 0.30) +(Warning Time x 0.15) + (Duration x 0.10) = CPRI SCORE

TABLE 10. HAZARD AND THREAT RISK RATINGS

HAZARD AND THREAT RISK RATINGS – SEVERE RISK - >2.91 -4.00	
Hazard/Threat	**CPRI Rating**
Cyber Attack	3.27
Flash Flood	3.15
Severe Thunderstorm	3.12
Human Disease Outbreak	3.12
Tornado EF3 - EF5	3.08
Tornado EF0 - EF2	3.02
Public Utility Failure	2.98
Hazardous Material - Transportation Incident	2.98
Communication Failure	2.96
Winter Storms	2.94
Domestic Terrorism	2.93
Highway Transportation Incident	2.92

HAZARD AND THREAT RISK RATINGS – HIGH RISK – 2.51– 2.90	
Hazard/Threat	**CPRI Rating**
Hazardous Material - Fixed Facility	2.87
Ice Storms	2.87
Active Shooter / Attacker	2.86
Major Flood	2.83
Other Violent Offenders	2.80
Earthquake MMI VII to X	2.79
Derecho	2.74
Rail Transportation Incident	2.72
Earthquake MMI V to VI	2.70
Arson	2.69
Large Fire/Conflagration	2.68
Conventional Attack	2.68
Animal Disease Outbreak	2.65
Hostage Situation	2.64
Explosion	2.64
Chemical Attack	2.64
Nuclear Attack	2.64
Biological Attack	2.61
Wildfire	2.60
Radiological Attack	2.60

Explosive Attack	2.58
Electromagnetic (EMP) Attack	2.56
Structural Collapse	2.56
Earthquake MMI I to IV	2.55
Commercial Air Transportation Incident	2.54
Invasive Species - Insect	2.51

HAZARD AND THREAT RISK RATINGS – MODERATE RISK – 2.00 – 2.50	
Hazard/Threat	**CPRI Rating**
Pipeline Transportation Incident	2.50
International Terrorism	2.48
Extreme Temperatures	2.46
High Hazard Dam - (Federally owned)	2.44
High Hazard Dam - (Privately/locally owned)	2.42
Drought	2.37
Ground Failure	2.32
Riot	2.23
Invasive Species - Aquatic	2.17
Geomagnetic Storm	2.14
Marine Transportation Incident	2.08
Tropical Cyclone Remnants	2.07
Invasive Species - Plant	2.07
Major Levee Failure - (Non-accredited)	2.06

HAZARD AND THREAT RISK RATINGS – LOW RISK – 1.0 – 1.99	
Hazard/Threat	**CPRI Rating**
Major Levee Failure - (Accredited)	1.98
High Hazard Dam - (State owned)	1.96
High Hazard Dam - (non-regulated state owned)	1.90
Invasive Species - Animal	1.77
Seiche	1.65

ANNEX B – ESF PRIMARY AND SUPPORTING AGENCIES

INDIANA RESPONSIBILITY MATRIX (P=Primary, S=Supporting)															
INDIANA STATE AGENCIES AND DEPARTMENTS															
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
INDIANA 2-1-1 (FSSA)	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
IN BUREAU OF MOTOR VEHICLES (IBMV)					S									S	
IN CIVIL RIGHTS COMMISSION (ICRC)					S	S								S	
IN DEPARTMENT OF ADMINISTRATION (IDOA)	S			S	S	S		S		S	S			S	S
IN DEPARTMENT OF CORRECTION (IDOC)	S		S	S	S				S	S					
IN DEPARTMENT OF EDUCATION (IDOE)	S		S		S	S									S
IN DEPARTMENT OF ENVIRONMENTAL MANAGEMENT (IDEM)			S	S	S	S			S	**P**	S	S		S	S
IN DEPARTMENT OF FINANCIAL INSTITUTIONS (DFI)					S									S	
IN DEPARTMENT OF HEALTH (IDOH)	S		S	S	S	S	S	**P**	S	S	S	S		S	S
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**

INDIANA RESPONSIBILITY MATRIX (P=Primary, S=Supporting)															
INDIANA STATE AGENCIES AND DEPARTMENTS															
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
IN DEPARTMENT OF HOMELAND SECURITY (IDHS)	S	S	S	S	**P**	S	**P**	S	S	S	S	S	S	**P**	**P**
IN DEPARTMENT OF INSURANCE (IDOI)				S	S	S		S						S	
IN DEPARTMENT OF LABOR (DOL)	S		S	S	S				S		S				S
IN DEPARTMENT OF NATURAL RESOURCES (IDNR)	S	S	S	S	S		S		S	S	S		S	S	S
IN DEPARTMENT OF TRANSPORTATION (INDOT)	**P**	S	S	S	S	S	S	S	S	S	S	S	S	S	S
IN DEPARTMENT OF WORKFORCE DEVELOPMENT (DWD) /SERVE INDIANA					S	S	S	S						S	
IN ECONOMIC DEVELOPMENT CORPORATION (IEDC)			S		S									S	
IN EXECUTIVE COUNCIL ON CYBERSECURITY (IECC)					S									S	S
IN FAMILY AND SOCIAL SERVICES ADMINISTRATION (FSSA)			S		S	S		S	S		S	S	S	S	S
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**

INDIANA RESPONSIBILITY MATRIX (P=Primary, S=Supporting)															
INDIANA STATE AGENCIES AND DEPARTMENTS															
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
IN GOVERNOR'S COUNCIL FOR PEOPLE WITH DISABILITIES (GCPD)	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
IN HOUSING AND COMMUNITY DEVELOPMENT AUTHORITY (IHCDA)					S	S								S	
IN INTELLIGENCE FUSION CENTER (IIFC)					S								S	S	
IN NATIONAL GUARD (INNG)	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
IN OCCUPATIONAL SAFETY & HEALTH ADMINISTRATION (IOSHA)				S	S					S					
IN OFFICE OF COMMUNITY AND RURAL AFFAIRS (OCRA)					S	S					S			S	S
IN OFFICE OF ENERGY DEVELOPMENT												S			
IN OFFICE OF THE GOVERNOR					S									S	S
IN OFFICE OF TECHNOLOGY (IOT)		S			S					S				S	S
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**

INDIANA RESPONSIBILITY MATRIX
(P=Primary, S=Supporting)

INDIANA STATE AGENCIES AND DEPARTMENTS

AGENCY / ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
IN OFFICE OF UTILITY CONSUMER COUNSELOR (OUCC)					S							S		S	
IN TREASURER OF STATE (TOS)					S			S							
IN SECRETARY OF STATE (SOS)				S	S									S	S
IN STATE BOARD OF ANIMAL HEALTH (BOAH)			S	S	S	S		S		S	**P**				S
IN STATE BUDGET AGENCY (SBA)					S			S			S			S	
INDIANA STATE DEPARTMENT OF AGRICULTURE (ISDA)					S					S	S				S
IN STATE EXCISE POLICE (ISEP)					S								S		
IN STATE FIRE MARSHAL (ISFM)				**P**	S	S	S	S	P	S					S
IN STATE PERSONNEL DEPARTMENT (ISPD)	S		S		S					S					S
AGENCY / ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

INDIANA RESPONSIBILITY MATRIX (P=Primary, S=Supporting)															
INDIANA STATE AGENCIES AND DEPARTMENTS															
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
IN STATE POLICE (ISP)	S	S	S	S	S	S		S	S	S	S		**P**		S
IN UTILITY REGULATORY COMMISSION (IURC)		S	S	S	S	S		S			S	**P**		S	S
INTEGRATED PUBLIC SAFETY COMMISSION (IPSC)		**P**		S	S		S			S		S		S	
OFFICE OF INDIANA STATE CHEMIST (OISC)					S					S	S				
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**

INDIANA RESPONSIBILITY MATRIX
(P=Primary, S=Supporting)

FEDERAL AGENCIES AND DEPARTMENTS

AGENCY / ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY (CISA)		S			S									S	
FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)		S	S		S		S							S	S
NATIONAL WEATHER SERVICE (NWS)					S	S				S	S			S	S
FEDERAL BUREAU OF INVESTIGATION (FBI)					S								S	S	
US ARMY CORPS OF ENGINEERS (USACE)					S	S	S				S			S	
DEPARTMENT OF DEFENSE (DOD)	S				S		S							S	
TRANSPORTATION SECURITY ADMINISTRATION (TSA)	S				S									S	
HEALTH AND HUMAN SERVICES (HHS)					S	S		S						S	
FEDERAL AVIATION ADMINISTRATION (FAA)	S				S									S	
INDIANA OFFICE OF U.S. SMALL BUSINESS ADMINISTRATION					S									S	
AGENCY / ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

INDIANA RESPONSIBILITY MATRIX
(P=Primary, S=Supporting)

OTHER SUPPORTING AGENCIES AND ORGANIZATIONS

AGENCY / ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
AMERICAN RED CROSS (ARC)					S	**P**	S	S						S	S
AVIATION INDIANA					S				S						
AT & T / VERIZON		S			S		S								
CHAPTER OF THE AMERICAN PUBLIC WORKS ASSOCIATION (APWA INDIANA)					S		S							S	
CIVIL AIR PATROL (CAP)	S				S		S		S					S	
COLLEGES & UNIVERSITIES	S	S		S	S	S	S	S	S					S	S
COMMERCIAL FACILTIES (LODGING, RETAIL)					S	S	S			S				S	
COMMUNITY EMERGENCY RESPONSE TEAMS	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
COMMUNITY ORGANIZATIONS ACTIVE IN DISASTER		S			S	S		S							
COUNTY EMERGENCY MANAGEMENT AGENCIES (EMAs)	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
AGENCY / ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

INDIANA RESPONSIBILITY MATRIX
(P=Primary, S=Supporting)

OTHER SUPPORTING AGENCIES AND ORGANIZATIONS

AGENCY / ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
CRITICAL MANUFACTURING (MACHINERY, PRIMARY METALS)					S									S	
DEFENSE INDUSTRIAL BASE					S		S							S	
EMERGENCY MANAGEMENT ALLIANCE OF INDIANA (EMAI)					S									S	
FINANCIAL SERVICES (BANKS, CREDIT UNIONS)					S		S							S	
IDHS SENIOR ADVISORY COMMITTEE (SAC)					S									S	
IN ASSOCIATION OF COUNTY COMMISSIONERS					S									S	
IN BROADCASTERS' ASSOCIATION (IBA)		S			S										
IN FARM BUREAU					S						S				
IN FIRE CHIEFS' ASSOCIATION (IFCA)			S	S	S				S	S					
IN GEOLOGICAL AND WATER SURVEY (IGWS)					S									S	S
AGENCY / ESF	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

INDIANA RESPONSIBILITY MATRIX (P=Primary, S=Supporting)															
OTHER SUPPORTING AGENCIES AND ORGANIZATIONS															
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**
IN HEALTHCARE COALITIONS								S							
IN LOCAL AND COUNTY GOVERNMENT FACILITIES (SCHOOLS, POLLING PLACES)					S	S	S			S				S	
IN RADIO AMATEUR CIVIL EMERGENCY SERVICE (RACES)		S			S						S				
IN TASK FORCE 1 (IN-TF1)					S		S		**P**					S	
IN VETERINARY MEDICINE ASSOCIATION (INVMA)					S		S				S				
IN VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER (INVOAD)	S		S		S	S	S			S	S	S		S	
INDIANAPOLIS AIRPORT AUTHORITY (IAA)	S				S	S	S							S	S
LOCAL 9-1-1 DISPATCH CENTERS		S		S	S				S				S	S	S
LOCAL EMERGENCY PLANNING COUNCILS				S	S					S				S	
MOTOROLA INC		S	S		S		S								
POLIS CENTER AT IUPUI					S	S		S							
SALVATION ARMY					S	S	S	S						S	
AGENCY / ESF	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**

ANNEX C - 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 causeof 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.

FIGURE 18. 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

- Hazard Mitigation
- Law Enforcement / Security
- Responder Safety
- Search and Rescue
- Fire Services
- Government Service

FOOD, WATER, SHELTERING

- Evacuations
- Food / Potable Water
- Shelter
- Durable Goods
- Water Infrastructure
- Agriculture Infrastructure

HEALTH AND MEDICAL

- Medical Care
- Patient Movement
- Public Health
- Fatality Management
- Medical Industry

ENERGY

- Power (Grid)
- Temporary Power
- Fuel

COMMUNICATIONS

- Responder Communications
- Alerts, Warnings, Messages
- Infrastructure
- Financial Services
- 911 & Dispatch

TRANSPORTATION

- Highway / Roadway Motor Vehicle
- Mass Transit
- Railway
- Aviation
- Maritime
- Pipeline

HAZARDOUS MATERIAL

- Facilities
- Incident Debris, Pollutants, Contaminants
- Conveyance

TABLE 11. INDIANA LIFELINES / ESF / CORE CAPABILITIES CROSS WALK

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 ▪ IDNR ▪ INNG ▪ Private security	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Environmental Response/ Health and Safety ▪ Fire Management / 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 ▪ IDNR ▪ 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 ▪ IDNR ▪ 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 ▪ IDNR ▪ 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 ▪ IDNR ▪ INNG	▪ Planning ▪ Public Information and Warning ▪ Operational Coordination ▪ Environmental Response/Health and Safety ▪ Situational Assessment
* = COORDINATING UNIT			

PLANNING

IDHS Planners integrate the lifelines concept into the following planning functions:

FUTURE PLANNING:
IDHS Planners incorporate the lifeline concept into deliberate planning products, including defined stabilization targets for each lifeline. Planners gather and analyze hazard and threat assessment data to identify gaps and focused pre-planning needs and priorities based on each lifeline, components, and capabilities.

INCIDENT ACTION PLANNING:
IDHS Planners analyze impacts to the various lifelines and developing priority focus areas for each operational period. This supports the development of strategy, operational priorities, and objectives.

LIFELINES ENABLE THE MEASUREMENT OF PLANNING

STRATEGIC LEVEL: Strategy sets goals, tasks to achieve the goals, the resources required, and any risks.

OPERATIONAL LEVEL: Operational priorities request and direct specific resources to execute strategy.

TACTICAL LEVEL: Objectives provide visibility on the progress stabilization efforts

PLANS AND REPORTING

Lifelines reporting provides situational awareness for:

- Taking a strategic approach to Incident Management and Incident Support
- Executing lines of effort to achieve lifeline stabilization.
- Establishing a concept of logistics support

It also provides guidance for and informs:

- Incident Management and Incident Support resource deployment decisions (e.g., contracts, RRFs, Mission Assignments, and personnel requests)
- Establishment of Incident Management Task Forces and Incident Support Crisis Action Planning Teams
- Builds in metrics for internal performance and metrics for effectiveness.
- Development of Incident Management objectives

During activations, the SEOC Planning Section will gather and include lifeline information in planning reports and documents including:

- Situation Reports
- Executive Summaries
- Incident Action Plans

EXAMPLE OF IMPACTS ON FINANCIAL SERVICES AFTER A COMMUNITY LIFELINE DISRUPTION

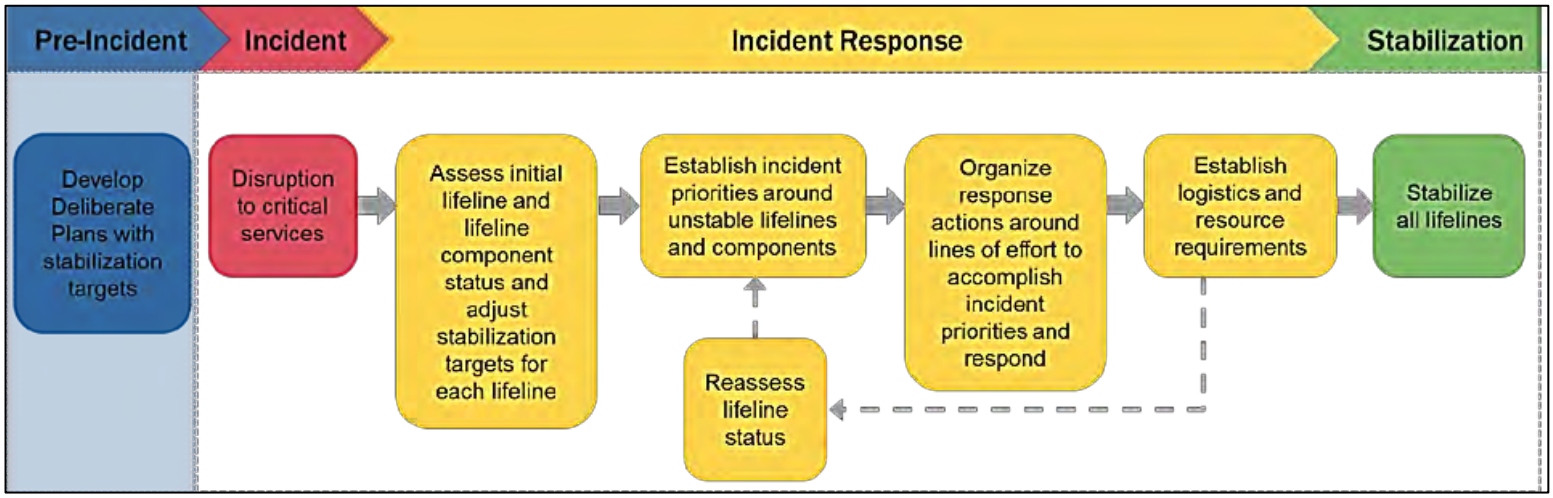
A tornado has caused massive devastation in a rural town. Among the major impacts to community lifelines is the community's inability to access money.

- Power outages have kept several bank branches closed and automated teller machines (ATM) inoperable, and merchants who are open despite the power outagesare only able to accept cash transactions.
- Some merchants, ATMs, and bank branches are already open and have been energized through grid or generator power. However, communications outages prevent them from accessing systems to process an electronic transaction.
- Transportation issues (road closures and blockages) limit survivors' ability to travel to the limited merchants, ATM locations, and bank branches in the area, as well as responders' ability to provide assets to stabilize critical infrastructure.

These cumulative effects, while incredibly disruptive to the community, are caused by a confluence of impacts to specific lifelines. By using the community lifeline construct and root cause analysis, emergency managers can assess that the major limiting factors restricting community access to money are through the power, transportation, and communications lifelines. Accordingly, a local emergency manager may alleviate the situation by considering options, such as prioritized route clearance for emergency access by power and communications crews, generators for temporary power, or deployment of mobile cell towers, for establishing connectivity until other infrastructure is restored.

Community lifelines can be used by all levels of government and the private sector to facilitate operational coordination and drive outcome-based response. Figure 19 below shows how community lifelines are applied to emergency management support decision-making.

FIGURE 19. APPLICATION OF COMMUNITY LIFELINES TO SUPPORT EMERGENCY MANAGEMENT



INCORPORATING COMMUNITY LIFELINES INTO RESPONSE

FEMA After-Action Reports (AARs) identified the need to create a new operational prioritization and response tool which would:

- Characterize the incident and identify the root causes of priority issue areas in order to create effective solutions.
- Distinguish the highest priorities and most complex issues from other incident information

COMMUNITY LIFELINE IMPLEMENTATION

The community lifelines reframe incident information to provide decision-makers with impact statements and root causes. This construct maximizes the effectiveness of federally supported, state managed, and locally executed response.

Incorporating the lifelines primarily impacts how incident information is organized and reported during response.

Response operations procedures such as NIMS and ICS remain fundamentally the same.

Some changes may include:

- How we understand, prioritize, and communicate incident impacts.
- The structure and format of decision-making support products (e.g., briefings).
- Planning for incident impacts and stabilization both prior to and during incidents.

The interrelationship of Lifelines, Core Capabilities, and ESFs can be thought of in terms of **means, ways,** and **ends.**

ESFs and other organizing bodies—**the means**—are the way we organize across departments and agencies, community organizations, and industries to enhance coordination and integration to deliver the Response Core Capabilities.

Response Core Capabilities describe the grouping of response actions—**the ways**—that can be taken to stabilize and re-establish the lifelines. FEMA executes Lines of Effort (LOE) to operationalize the Core Capabilities (the ways) for response and recovery planning and operations.

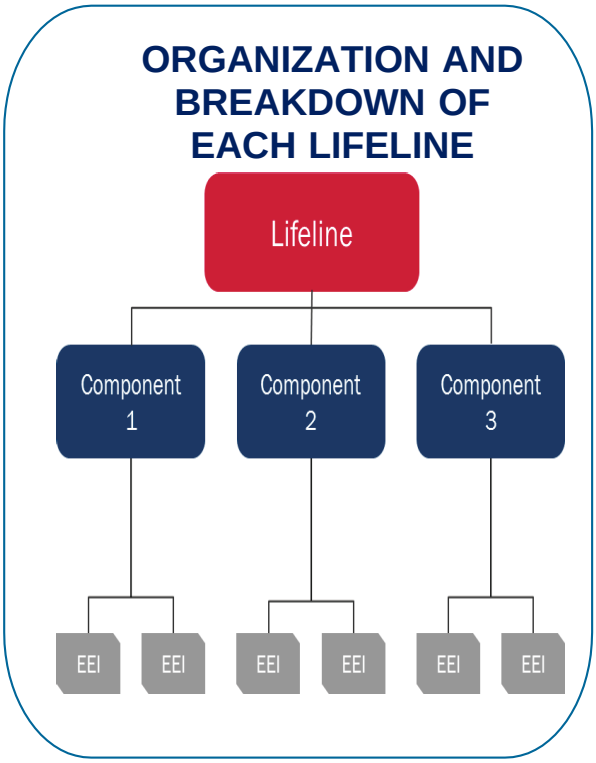
Lifelines describe the critical services within a community that must be stabilized or re-established—**the ends**—to alleviate threats to life and property.

DECONSTRUCTING THE LIFELINES

Each lifeline is comprised of several components that represent the bucketing of critical Essential Elements of Information (EEIs). The EEIs are the questions we must answer to determine the status of a lifeline. Components include key capabilities or services that are essential to stabilizing an incident and in providing resources to survivors.

Note: Not every incident will impact all of the lifelines or components.

FIGURE 20. ORGANIZATION AND BREAKDOWN OF EACH LIFELINE



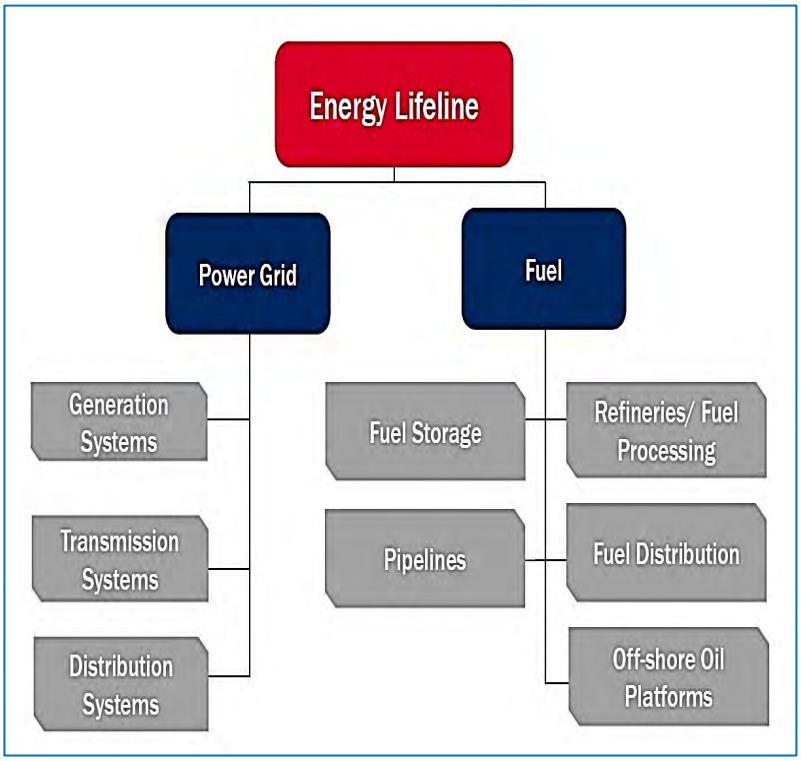


FIGURE 21. LIFELINE COMPONENTS AND ESSENTIAL ELEMENTS OF INFORMATION (EEI'S)

LIFELINE SAFETY AND SECURITY	DEFINITION
	Law enforcement and government services, as well as the associated assets that maintain communal security, provide search and rescue, evacuations, and firefighting capabilities, and promote responder safety.

COMPONENTS AND ESSENTIAL ELEMENTS OF INFORMATION (EEIS)	
HAZARD MITIGATION	**LAW ENFORCEMENT/SECURITY**
▪ Overall progress of incident response. ▪ Status of flood risk grants ▪ Status of area dams, levees, reservoirs	▪ Evacuation routes ▪ Force protection and security for staff ▪ Security assessments at external facilities ▪ Damaged law enforcement or correctional facilities.
RESPONDER SAFETY	**SEARCH AND RESCUE**
▪ Safety hazards affecting operations. ▪ Requirements for personnel protective equipment ▪ Security issues or concerns ▪ Availability and distribution of equipment ▪ Billeting and sustenance for responders ▪ Onsite training and policy	▪ Number and location of missing survivors ▪ Life threatening hazards to responders and survivors ▪ Availability and resources of search and rescue teams ▪ Status of animal assists, structural assessments, and shelter in place checks
FIRE SERVICES	**GOVERNMENT SERVICES**
▪ Location of fire ▪ Percent of fire contained. ▪ Fire's rate and direction of spread ▪ Weather conditions ▪ Availability and resources of fire services ▪ Evacuation routes	▪ Status of government offices and schools ▪ Status of continuity of government and continuity of operations ▪ Curfew

LIFELINE FOOD, WATER, SHELTER	DEFINITION
	Support systems that enable the sustainment of life, such as water treatment, transmission, and distribution systems; food retail and distribution networks; wastewater collection and treatment systems; as well as sheltering, and agriculture.

COMPONENTS AND ESSENTIAL ELEMENTS OF INFORMATION (EEI)

FOOD/POTABLE WATER

- Status of Points of Distribution (PODs)
- Operating status of supermarkets, neighborhood markets, and grocery stores
- Operating status of restaurants
- Impacts to the food supply chain.
- Operating status of public and private water supply systems
- Operating status of water control systems (i.e., dams, levees, storm drains)
- Food/water health advisories

EVACUATIONS

- Mandatory or voluntary evacuation orders
- Number of people to evacuate.
- Evacuation routes
- Evacuation time frame
- Risk to responders and evacuees
- Food, water, shelter availability

SHELTER

- Requirements for emergency shelter
- Number of open shelters and location
- Current population in shelters
- Transitional Sheltering Assistance options
- Potential future sheltering requirements

WATER INFRASTRUCTURE

- Operating status of public wastewater systems and private septic systems
- Operating status of wastewater processing facilities
- Operating status of public and private water infrastructure

DURABLE GOODS

- Need for PODs.
- Pre-designated POD locations
- Operating status of PODs
- Resource distribution at PODs

AGRICULTURE INFRASTRUCTURE

- Status of area agricultural infrastructure
- Status of area supply lines

LIFELINE HEALTH AND MEDICAL	DEFINITION
	Infrastructure and service providers for medical care, public health, patient movement, fatality management, behavioral health, veterinary support, and health or medical supply chains.

COMPONENTS AND ESSENTIAL ELEMENTS OF INFORMATION (EEIS)

MEDICAL CARE

- Status of acute medical care facilities (i.e., level 1 trauma center)
- Status of chronic medical care facilities (i.e., long term care centers)
- Status of primary care and behavioral health facilities
- Status of home health agencies
- Status of VA Health System resources in the affected area

PATIENT MOVEMENT

- Status of state and local EMS systems
- Active patient evacuations
- Future patient evacuations

PUBLIC HEALTH

- Status of pharmaceutical supply chain
- Public health advisories

MEDICAL INDUSTRY

- Status of state and local health departments

FATALITY MANAGEMENT

- Availability of mortuary and post-mortuary services
- Availability of transportation, storage, and disposal resources
- Status of body recovery and processing
- Descendant's family assistance

LIFELINE ENERGY (POWER & FUEL)	DEFINITION
	Service providers for electric power infrastructure, composed of generation, transmission, and distribution systems, as well as gas and liquid fuel processing, transportation, and delivery systems. Disruptions can have a limiting effect on the functionality of other community lifelines.

COMPONENTS AND ESSENTIAL ELEMENTS OF INFORMATION (EEIS)

POWER (GRID)	TEMPORARY POWER	FUEL
▪ Status of electrical power generation and distribution facilities ▪ Number of people and locations without power ▪ Estimated time to restoration of power ▪ Number of electrically dependent persons ▪ Status of nuclear power plants ▪ Status of nuclear power plants within 10 miles ▪ Status of natural gas and fuel pipelines in the affected area	▪ Status of critical facilities ▪ Availability of temporary power resources	▪ Status of commercial fuel stations ▪ Responder fuel availability ▪ Status of critical fuel facilities ▪ Status of fuel supply line

LIFELINE COMMUNICATIONS	DEFINITION
	Infrastructure owners and operators of broadband Internet, cellular networks, landline telephony, cable services (to include undersea cable), satellite communications services, and broadcast networks (radio and television). Communication systems encompass a large set of diverse modes of delivery and technologies, often intertwined but largely operating independently. Services include elements such as alerts, warnings, and messages, as well as 911 and dispatch. Also includes accessibility of financial services.

COMPONENTS AND ESSENTIAL ELEMENTS OF INFORMATION (EEIS)

INFRASTRUCTURE	ALERTS, WARNINGS, AND MESSAGES	911 AND DISPATCH
▪ Status of telecommunications service ▪ Reliability of internet service ▪ Reliability of cellular service ▪ Requirements for radio/satellite communication capability	▪ Status of the emergency alert system (TV, radio, cable, cell) ▪ Status of public safety radio communications ▪ Options for dissemination of information to the whole community ▪ External affairs and media communication	▪ Status of phone infrastructure and emergency line ▪ Number of callers and availability of staff and facilities ▪ Status of responder communications ▪ Availability of communications equipment

RESPONDER COMMUNICATIONS

- Status of EOC(s) and dispatcher communications
- Availability of responder communications equipment

LIFELINE TRANSPORTATION	DEFINITION
	Multiple modes of transportation that often serve complementary functions and create redundancy, adding to the inherent resilience in overall transportation networks. Transportation infrastructure generally includes highway/roadways, mass transit, railway, aviation, maritime, pipeline, and intermodal systems.

COMPONENTS AND ESSENTIAL ELEMENTS OF INFORMATION (EEIS)

HIGHWAY / ROADWAY MOTOR VEHICLE	MASS TRANSIT	RAILWAY
▪ Status of major roads and highways ▪ Status of critical and noncritical bridges ▪ Status of maintenance and emergency repairs	▪ Status of public transit systems including underground rail, buses,and ferry services	▪ Status of area railways and stations
AVIATION	**MARITIME**	**PIPELINE**
▪ Status of area airports ▪ Status of incoming and outgoing flights	▪ Status of area waterways ▪ Status of area ports	▪ Status of natural gas and fuel pipelines

LIFELINE HAZARDOUS MATERIALS	DEFINITION
	Systems that mitigate threats to public health/welfare and the environment. This includes assessment of facilities that use, generate, and store hazardous substances, as well as specialized conveyance assets and efforts to identify, contain, and remove incident debris, pollution, contaminants, oil, or other hazardous substances.

COMPONENTS AND ESSENTIAL ELEMENTS OF INFORMATION (EEIS)

FACILITIES	INCIDENT DEBRIS, POLLUTANTS, CONTAMINANTS	CONVEYANCE
▪ Status of hazardous material facilities ▪ Amount, type, and containment procedures of hazardous materials ▪ Reported or suspected hazardous material/toxic release incidents ▪ Status of hazardous material supply chain	▪ Debris issues affecting the transportation system. ▪ Status of debris clearance operations ▪ Reported or suspected hazardous material/toxic release incidents ▪ Actual or potential radiological or nuclear incidents ▪ Monitoring actions planned or underway for HAZMAT incidents.	▪ Amount and type of hazardous material to remove. ▪ Availability of resources to support conveyance. ▪ Status of transportation, especially freight and pipeline

INCIDENT STABILIZATION

The lifeline construct is used to focus response actions on incident stabilization; thus the expected outcome is to stabilize all lifelines

- **Stabilization** occurs when immediate threats to life and property are anticipated, resourced, and managed and basic lifeline services are provided to survivors
  - Lifeline stabilization is dynamic and may require sustained resources and continuous evaluation
- **Restoration** implies a permanence to re-established critical infrastructure
- A dynamic stabilization target—the desired end-state of response—for each lifeline is created during the deliberate planning process and modified on a per-incident basis to match incident circumstances
- The target should be created collaboratively with key stakeholders:
  - Local response personnel
  - State response personnel
  - FEMA regional and/or national personnel
  - Other Federal response personnel

EXAMPLE

An incident destroys the cell towers in an area disrupting communications.

- **Stabilization** occurs when responders provide temporary service through mobile cell sites (e.g., Cell on Wheels)
- **Sustainment** occurs when the mobile cell sites are continuously resourced
- **Restoration** occurs when the cell towers are rebuilt

DETERMINING LIFELINE STATUS

During an incident, response personnel assign a status to each lifeline and component by integrating situational awareness reports and impact assessments from state, tribal, territorial, local, regional, federal, private sector, and non-profit or community partners

Applying the following questions and understanding the incident is critical in determining the status of a lifeline or component:

- Did the incident disrupt services to survivors provided by component capabilities?
- What is the extent of the disruption and impact on response and survivors?
- Has a solution to the disruption been identified?
- Has that solution been converted into a plan of action?
- Has that plan of action been resourced?
- Are there limiting factors that are preventing stabilization? To what extent are they limiting services?
- Have the services to survivors been stabilized? If not, how long to reach stabilization?
- Are there services enabling stabilization? How long will these services be provided to sustain stabilization?
- Have circumstances changed since the lifeline was last assessed?

FIGURE 22. EXAMPLE OF HOW LIFELINES DRIVE RESPONSE

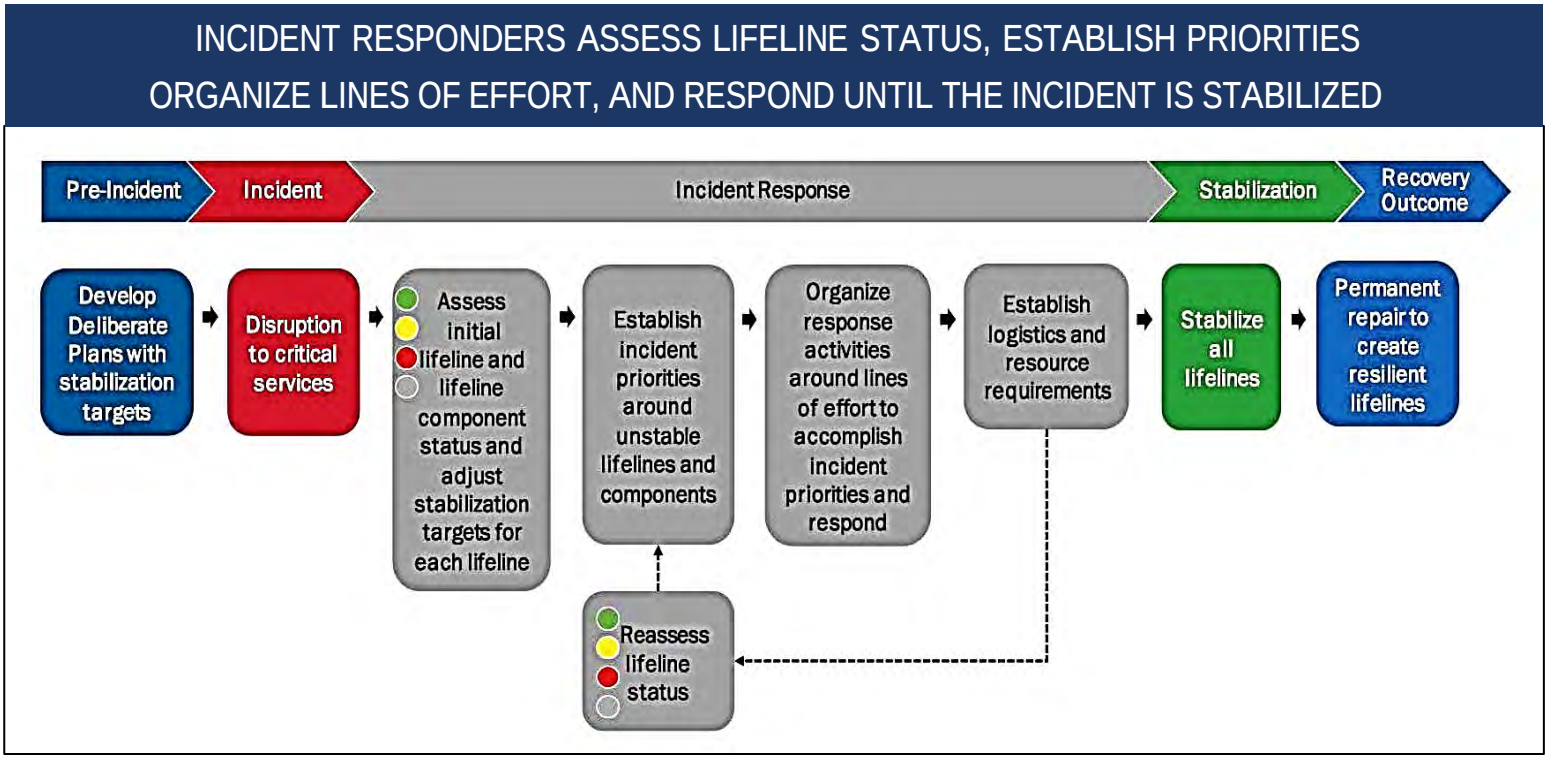
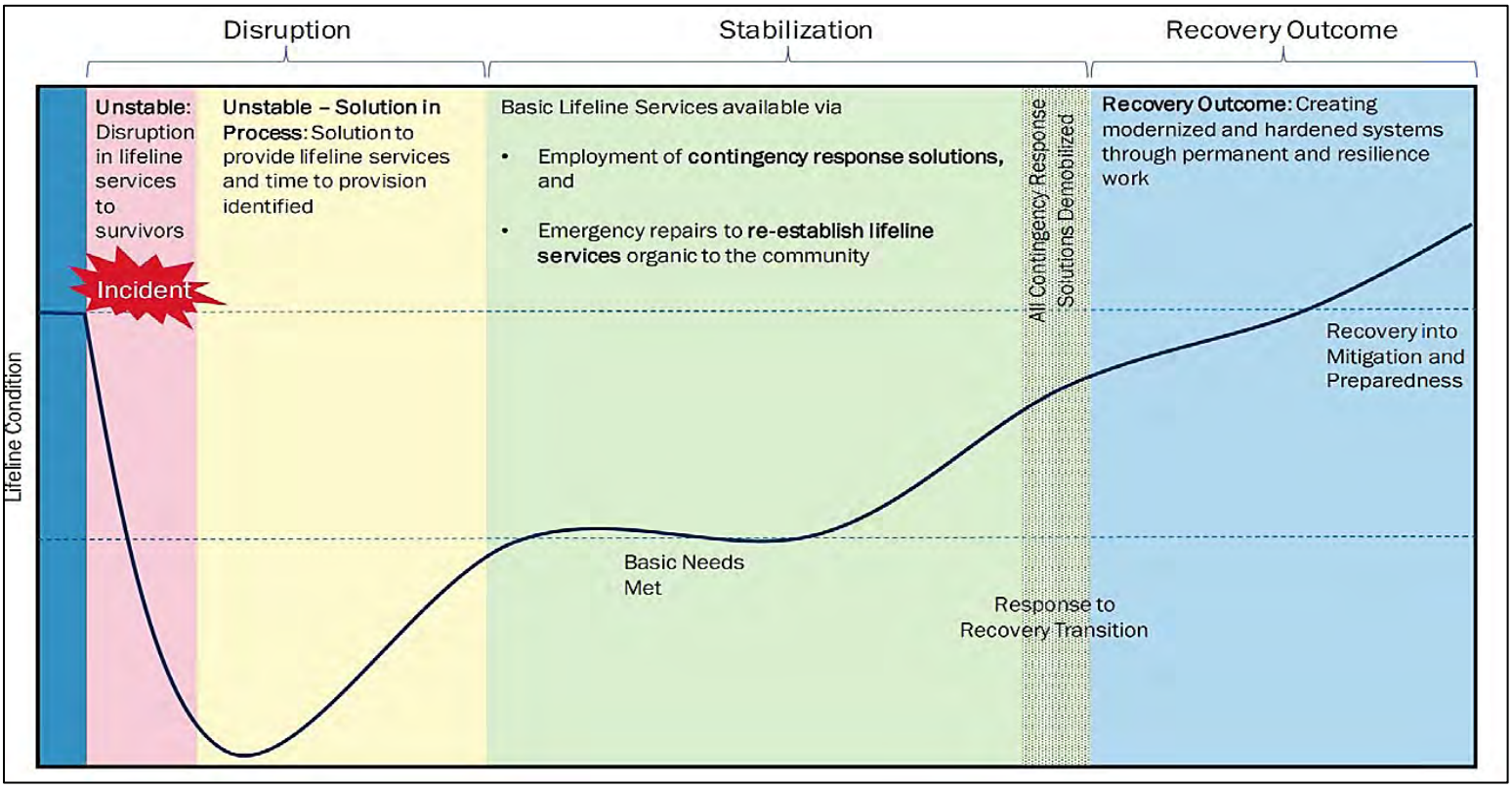


FIGURE 23. PROGRESSION OF LIFELINE CONDITIONS BEYOND STABILIZATION INTO RECOVERY



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.

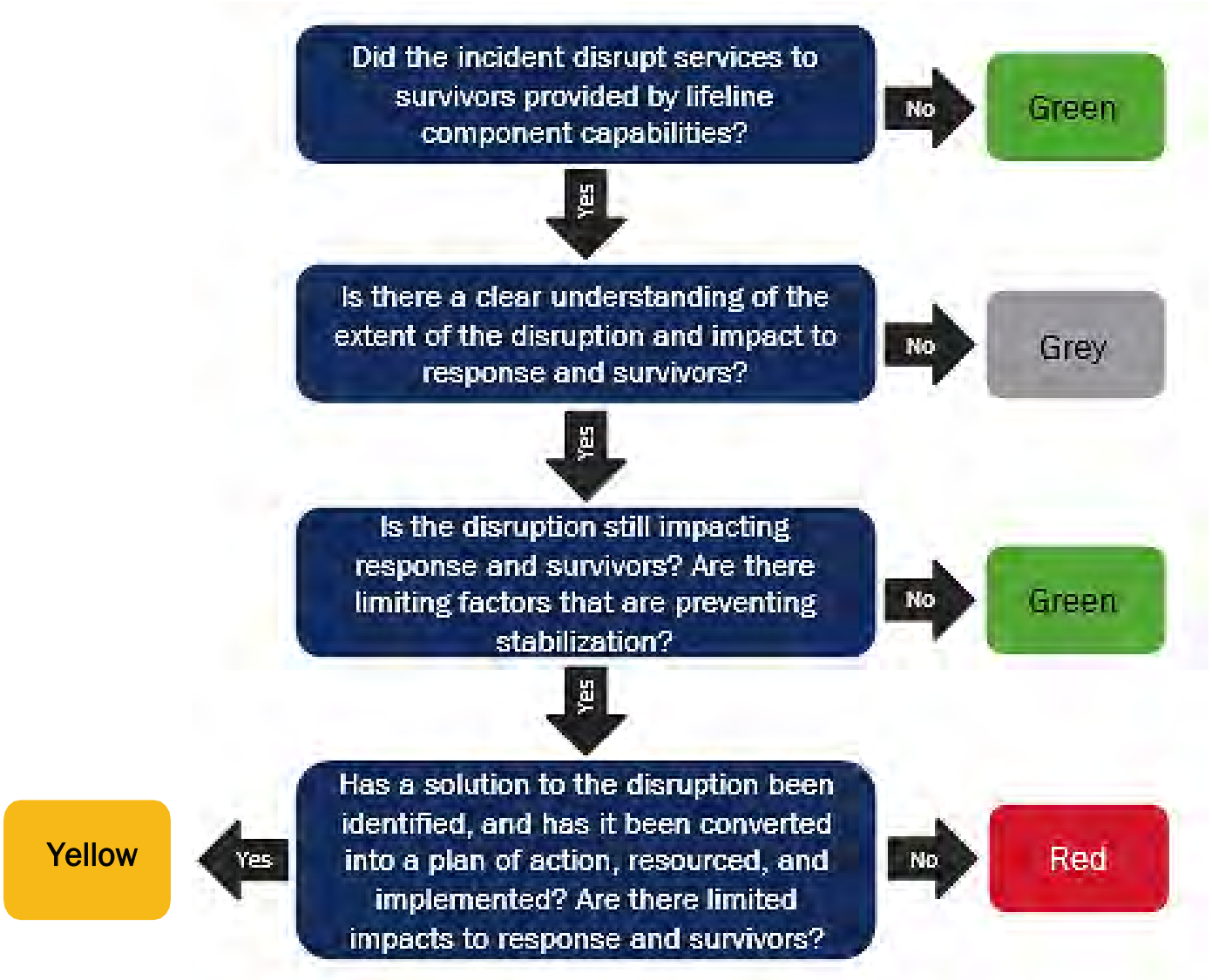
ASSIGNING A STATUS

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 24. STATUS ASSIGNMENT FLOWCHART



ANNEX D – ACRONYMS

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
AAR	After Action Reports	**DECON**	Decontamination
ADA	Americans with Disabilities Act	**DOT**	US Department of Transportation
ARC	American Red Cross	**DPC**	District Planning Council
BEOC	Business Emergency Operations Center	**DPOC**	District Response Oversight Committee
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive	**DRF**	Disaster Relief Fund
CDC	Centers for Disease Control and Prevention	**DRTF**	District Response Task Force
CFO	Chief Financial Officer	**EAP**	Emergency Action Plan
CI/KR	Critical Infrastructure /Key Resource	**EEG**	Exercise Evaluation Guide
C-MIST	Communication, Maintaining health, Independence, Support and Safety, and Transportation	**EEI**	Essential Elements of Information
COAD	Community Organizations Active in Disaster	**EM**	Emergency Management
COG	Continuity of Government	**EMA**	Emergency Management Agency
COML	Communications Unit Leader	**EMAC**	Emergency Management Assistance Compact
CONOPS	Concept of Operations	**EMAP**	Emergency Management Accreditation Program
COOP	Continuity of Operations	**EMS**	Emergency Medical Services
CPG	Comprehensive Preparedness Guide	**EOC**	Emergency Operations Center
CPRI	Calculated Priority Risk Index	**EOP**	Emergency Operations Plan

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
ESF	Essential Support Function	**IDOE**	IN Department of Education
FAA	Federal Aviation Administration	**IDOH**	IN Department of Health
FCO	Federal Coordinating Officer	**IDOI**	IN Department of Insurance
FDA	Food & Drug Administration	**IDHS**	IN Department of Homeland Security
FEMA	Federal Emergency Management Agency	**IDOL**	IN Department of Labor
FOUO	For Official Use Only	**IDNR**	IN Department of Natural Resources
FSE	Full Scale Exercise	**IDWD**	IN Department of Workforce Development
FSSA	IN Family Social Services Administration	**IEDC**	IN Economic Development Corporation
HAZUS	Hazards United States	**IHCDA**	IN Housing and Community Development Authority
HAZMAT	Hazard Material	**IIFC**	IN Intelligence Fusion Center
HHS	US Health and Human Services	**IMAT**	IN Management Assistance Team
HIRA	Hazard Identification & Risk Assessment	**INDOT**	IN Department of Transportation
HSEEP	Homeland Security Exercise Evaluation Program	**INNG**	IN National Guard
HSIN	Homeland Security Information Network	**IN-TF1**	IN Task Force One
HSPD-5	Homeland Security Presidential Directive 5	**INVOAD**	IN Voluntary Organizations Active in Disaster
IAP	Incident Action Plan	**IOSHA**	IN Occupational Safety and Health Administration
IBOAH	IN Board of Animal Health	**IOT**	IN Office of Technology
IC	Incident Command	**IP**	Improvement Plan
ICS	Incident Command System	**IPAWS**	Integrated Public Alert & Warning System
ICP	Incident Command Post	**IPPW**	Integrated Preparedness Planning Workshop
IDOA	IN Department of Administration	**IPSC**	Integrated Public Safety Commission
IDOC	IN Department of Correction	**ISP**	IN State Police

ACRONYM	DESCRIPTION	ACRONYM	DESCRIPTION
ISEP	IN State Excise Police	**PIO**	Public Information Officer
ISPD	IN State Personnel Department	**PPD-8**	Presidential Policy Directive - 8
IURC	IN Utility Regulatory Commission	**PSAP**	Public Safety Answering Point
JFO	Joint Field Office	**RACES**	Radio Amateur Civil Emergency Service
JIC	Joint Information Center	**REPP**	Radiological Emergency Preparedness Program
JOC	Joint Operations Center	**RND**	Radiological Nuclear Detection
JTTF	Joint Terrorism Task Force	**RRCC**	Regional Response Coordination Center
MOA	Memorandum of Agreement	**SAA**	State Administrative Agency
MOU	Memorandum of Understanding	**SBA**	Small Business Administration
MRC	Medical Reserve Corps	**SEOC**	State Emergency Operations Center
MUTC	Muscatatuck Urban Training Center - INNG	**SHMP**	State Hazard Mitigation Program
NEMA	National Emergency Management Association	**SOG**	Standard Operating Guideline
NEMSIS	National EMS Information System	**SOP**	Standard Operating Procedure
NGO	Nongovernmental Organization	**SPR**	Stakeholder Preparedness Review
NIMS	National Incident Management System	**THIRA**	Threat and Hazard Identification and Risk Assessment
NIPSCO	Northern Indiana Public Service Company (Utility)	**TTX**	Table-Top Exercise
NWS	National Weather Service	**UASI**	Urban Areas Security Initiative
OCRA	IN Office of Community and Rural Affairs	**UC**	Unified Command
OMB	IN Office of Management and Budget	**VOAD**	Voluntary Organizations Active in Disaster
POETE	Plan, Organize, Equip, Train, Exercise	**WEBEOC**	Web Emergency Operations Center

ANNEX E – TERMS AND DEFINITIONS

TERM	DEFINITION
Access and Functional Needs	Persons who may have additional needs before, during and after an incident in functional areas, including but not limited to maintaining health, independence, communication, transportation, support, services, self-determination, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are older adults; are children; pregnant women, people with temporary injuries; are from diverse cultures; have limited English proficiency or do not speak English; or are transportation disadvantaged
Agency	A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as cooperating (providing resources or other assistance).
All-Hazard	A threat or an incident, natural or manmade, that warrants action to protect life, property, the environment, and public health or safety, and to minimize disruptions of government, social, or economic activities. It includes natural disasters, cyber incidents, industrial accidents, pandemics, acts of terrorism, sabotage, and destructive criminal activity targeting critical infrastructure. This also includes the effects climate change has on the threats and hazards.
Area Command / Unified Area Command	Area Command (Unified Area Command). An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed and ensure that objectives are met, and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.
Cascading Effects	Cascading effects are the dynamics present in disasters, in which the impact of a physical event or the development of an initial technological or human failure generates a sequence of events in human subsystems that result in physical, social, or economic disruption. Thus, an initial impact can trigger other phenomena that lead to consequences with significant magnitudes.
Casualty	Any person who is declared dead or is missing, ill, or injured.

Chain of Command	A series of command, control, executive, or management positions in hierarchical order of authority.
Command Staff	In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
Community Lifelines	A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. The integrated network of assets, services, and capabilities that provide lifeline services are used day-to-day to support the recurring needs of the community and enable all other aspects of society to function.
Concept of Operations	A concept of operations (CONOPS) is a high-level description of the actions to be taken in the pursuit of mission accomplishment.
Core Capabilities	32 distinct critical elements necessary to achieve the National Preparedness Goal.
Critical Infrastructure	Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. The Nation's critical infrastructure is composed of 16 sectors: chemical; commercial facilities; communications; critical manufacturing; dams; defense industrial base; emergency services; energy; financial services; food and agriculture; government facilities; healthcare and public health; information technology; nuclear reactors, material, and waste; transportation systems; and water and wastewater systems.
Cybersecurity	The process of protecting information by preventing, detecting, and responding to attacks.
Emergency Operations Center (EOC)	The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, regional, county, city, tribal), or by some combination thereof.
Emergency Operations Plan (EOP)	The "steady-state" plan maintained by various jurisdictional levels for managing a wide variety of potential hazards.

Emergency Support Function (ESF) Point of Contact	The Emergency Support Function (ESF) Point of Contact coordinates the responsibilities between the Primary Agency supporting the State Emergency Operations Center (SEOC) and the specific ESF.
Exercise	Exercise enables testing of plans, procedures, protocols, internal coordination, and practicing coordination with external response entities. Depending on the scope and scale of the emergency preparedness exercises, they may involve many individuals, both internal and external. Exercises can be discussion-based or operational-based.
Incident	An occurrence or event (natural, technological, or human-caused), that requires a response to protect life, property, or the environment. Examples include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials (HAZMAT) spills, pandemics, aircraft accidents, earthquakes, tornadoes, severe thunderstorms, war-related disasters, public health and medical emergencies and other occurrences requiring an emergency response
Mission Areas	Groups of core capabilities, including Prevention, Protection, Mitigation, Response, and Recovery.
Mitigation	The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.
National Preparedness	The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation.
Prevention	The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework, the term “prevention” refers to preventing imminent threats.
Protection	Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
Recovery	Recover through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by an incident.
Resilience	The ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

Response	Respond quickly to save lives; protect property and the environment; and meet basic human needs in the aftermath of an incident.
Risk Assessment	A product or process that collects information and assigns a value to risks for the purpose of informing priorities, developing, or comparing courses of action, and informing decision making.
Security	The protection of the Nation and its people, vital interests, and way of life.
Stabilization	The process by which the immediate impacts of an incident on community systems are managed and contained
Steady State	A condition where operations and procedures are normal and ongoing. Communities are at a steady state prior to disasters and after recovery is complete.
Terrorism	Any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping. (Note that although the definition of terrorism includes both domestic and international acts of terrorism, the scope of the planning system is the prevention and protection against acts of terrorism in the homeland.)
Weapons of Mass Destruction	Materials, weapons, or devices that are intended or capable of causing death or serious bodily injury to a significant number of people through release, dissemination, or impact of toxic or poisonous chemicals or precursors, a disease organism, or radiation or radioactivity, to include, but not limited to, biological devices, chemical devices, improvised nuclear devices, radiological dispersion devices, and radiological exposure devices.
Whole Community	A focus on enabling the participation in national preparedness activities of a wider range of players from the private and nonprofit sectors, including nongovernmental organizations and the general public, in conjunction with the participation of all levels of government in order to foster better coordination and working relationships. Used interchangeably with “all-of-Nation.”

ANNEX F - HAZARD-SPECIFIC, SUPPORT PLANS & ANNEX LIST

HAZARD-SPECIFIC PLANS AND ANNEXES	SUPPORT PLANS AND ANNEXES	ESF / RSF ANNEXES
Active Shooter / Attacker Response Plan **Animal Disease Incident Plans** **Catastrophic Earthquake Base Plan** • New Madrid Seismic Zone (NMSZ) Annex • Wabash Valley Seismic Zone (WVSZ) Annex **Chemical, Biological, Radiological, Nuclear, Explosives Base Plan (CBRNE)** • Radiological Emergency Preparedness (REP) / Ingestion Pathway Annex • Radiological / Nuclear Detection Concept of Operations (CONOPS) • Radiological Transportation Annex • Electromagnetic Pulse (EMP) Annex **Coal Mine Emergency Response Plan** **Complex Coordinated Terrorist Attack (CCTA) Response Plan** **County Planning Templates** **Critical Infrastructure Protection Plan** **Cybersecurity Response Plan** **Election and Voting Station Security Plan** **Energy Security Assurance Plan** **Medical and Human Disease Incident Plans** • Strategic National Stockpile Annex • Points of Dispensing (POD) Annex **Severe Weather Response Base Plan** • Flood Annex • Tornado Annex • Extreme Temperature Annex **Unknown Substance Response Plan** **Water Shortage / Drought Plan**	**Continuity of Government Plan** **Continuity of Operations Plan** **Communications Plans and Annexes** • Communication Interoperability Plan • Crisis Communications Annex • Mass Notification Annex **Damage Assessment Annex** **Debris Management Annex** **Disaster Communications Plan** **Logistics Base Plan and Annexes** • Distribution Management Annex • Logistics Staging Area Commodities-Point of Distribution (LSA/C-POD) • Emergency Management Assistance Compact (EMAC) Annex **Mass Casualty and Fatality Plan** **Mass Care Base Plan and Annexes** • Sheltering (persons & pets) Annex • Access & Functional Needs Annex • Temporary Housing Annex • Disaster Mental Health Annex • Family Reunification Center Annex • Donations & Volunteer Annex **Mass Evacuation Plan** **Multi-Agency Resource Center Annex** **State and Local Aviation Plan** **State Hazard Mitigation Plan** **State Recovery Plan** **State Repatriation Plan** **Transportation Response Plan**	**Emergency Support Functions** **ESF #1** – Transportation **ESF #2** – Communications **ESF #3** – Public Works **ESF #4** – Fire and EMS **ESF #5** – Information & Planning **ESF #6** – Mass Care **ESF #7** – Logistics **ESF #8** – Public Health **ESF #9** – Search & Rescue **ESF #10** – Hazardous Materials **ESF #11** – Agriculture and Natural Resources **ESF #12** - Energy **ESF #13** – Public Safety & Security **ESF #14** – Cross-Sector Business and Infrastructure **ESF #15** – External Affairs **Recovery Support Functions** **RSF #1** – Economic Recovery **RSF #2** – Community Planning & Capacity Building **RSF #3** – Housing Recovery **RSF #4** – Health & Social Services Recovery **RSF #5** – Infrastructure Systems Recovery **RSF #6** – Natural & Cultural Resources Recovery

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