Hamilton County Emergency Management

Emergency Operations Plan - 2019

Contents

Executive Summary

Hamilton County established the County's Comprehensive Emergency Management Plan (CEMP) as the basis for the county-wide emergency management program, including all phases of emergency management (response, recovery, mitigation, and preparedness). The CEMP is approved by the county commissioners, mayors, town presidents, the sheriff, county auditor, and many others as indicated on the signature page of the plan. The CEMP establishes the foundation for an emergency response to many different types of emergencies and disasters. The Emergency Operations Plan (EOP) establishes how Hamilton County Emergency Management (HCEM) will monitor for hazards, respond to, and operate during an emergency or disaster. This plan shall support the CEMP through the implementation of the plan and supported by standard operating procedures and checklists to ensure an efficient implementation of this EOP and the CEMP.

Introduction

Mission

To protect life and property, the Hamilton County Emergency Operations Center, referred here on after as the EOC, will utilize all available resources to conduct emergency and disaster operations for Hamilton County. The EOC will gather, analyze, and disseminate disaster-related information and will ensure coordinated emergency or disaster response activities are carried out effectively and efficiently.

Purpose

The purpose of the EOP is to outline the processes, procedures, organizational structures, and systems that are in place to direct and coordinate emergency operations.

Scope

Within the CEMP, an all-hazards approach to emergency and disaster response operations in Hamilton County is outlined. Effective management and coordination of county response activities are carried out in collaboration with local municipalities and county agencies, to include primary agencies, support agencies, non-governmental agencies, and private sector organizations, all of which fulfill the roles of the emergency support functions (ESFs) within the EOC.

The Paradox of a Crisis

Emergency management professionals, FEMA, and many higher education institutions understand and teach the theories associated with the paradox of a crisis. The demand of needs cannot be met by the time constraints or available resources, thereby not meeting the public's expectations resulting in not meeting pollical expectations and a capability/capacity gap is established (see the graphic on the following page. HCEM will make every effort to coordinate response and recovery activities to meet capability/capacity gaps in hopes of avoiding the paradox of a crisis; however, HCEM also understands this paradox is a part of every response and recovery effort.

The Paradox of Crises
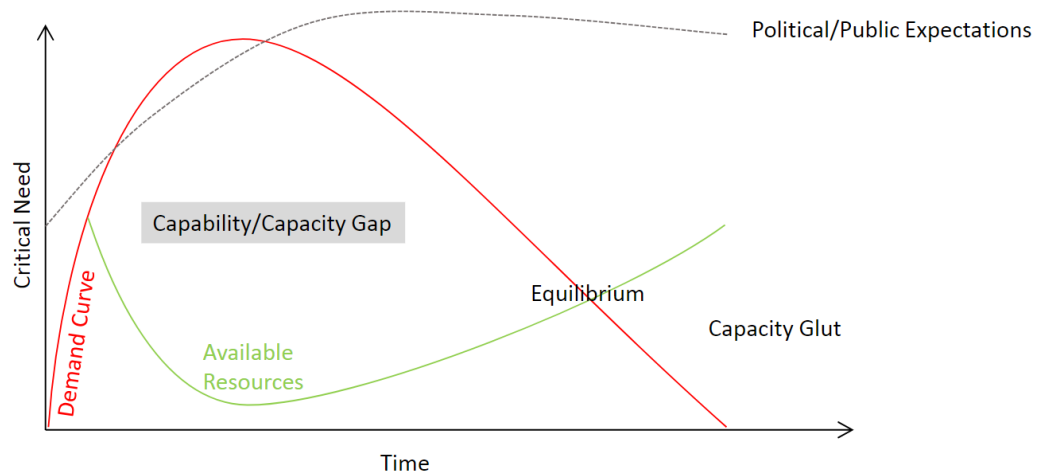
Authorities

Federal

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 United States Code (USC) 5121 et seq.
2. Homeland Security Act of 2002
3. Public Health Security and Bioterrorism Preparedness and Response Act
4. Homeland Security Presidential Directive 5
5. Homeland Security Presidential Directive 7
6. Homeland Security Presidential Directive 8
7. Homeland Security Presidential Directive 9
8. Homeland Security Presidential Directive 21
9. Post Katrina Reform Act of 2006
10. National Incident Management System (NIMS), December 2008
11. National Response Framework (NRF), January 2008
12. Overview Support Functions, January 2008
13. Sandy Recovery Improvement Act 2013
14. National Preparedness Report 2012
15. Superfund Amendment Re-Authorization Act (SARA Title III)
16. Guide on EOC Management and Operations, IS-775 (FEMA)

State

1. Indiana Code 10-14-3, Emergency Management and Disaster Law
2. Indiana Code 10-14-5, Emergency Management Assistance Compact

Local

1. Hamilton County Code of Ordinance Title 10, Article 14
2. Hamilton County Comprehensive Emergency Management Plan

Concept of Operations

Hazards Monitoring

1. HCEM has an on-call rotation to ensure one member of the HCEM staff is on-call. It is the responsibility of the on-call person to activity monitor hazards and potential threats by:
   a. Reviewing the IDHS Daily Brief
   b. Review information from the NWS, SPC, WPC, and CPC
   c. Monitor news outlets and other alerting systems
   d. When possible and during their normal shift, monitor radio traffic including the following talkgroup: EMA Admin, EMA, Dispatch 1-5, Fire Dispatch, Fire Control, OPS 301, OPS 311, and any other talkgroups.
   e. Maintain a charged mobile phone and keep it with them at all times to receive alerts
      i. Monitor text messages from the CAD
      ii. Monitor text messages from the weather notification system
   f. Monitor the email account alerts from school corporations, municipalities, and other organizations
2. Active 911
   The Executive Director and Deputy Director shall maintain access to Active 911 and advise on-call staff in the event of incidents that may require support from HCEM

Initial Coordination

In the event of a potential or actual incident, that may or does require HCEM support; the required personnel will be notified by the on-call representative. The Executive Director of Deputy Director shall determine the best means of communication to coordinate initial response activities, including, but not limited to:

1. Direct phone call
   All HCEM personnel and volunteer coordinators are expected to have their mobile phone charged and available to them at all times except while on vacation.
2. Conference call
   HCEM may use the County's conference call system, the paid-to-use system, or group dialing
3. Group text
4. Radio communications using the EMA Admin talkgroup

During initial coordination, roll call will be taken, an overview of the incident will occur, and assignments will be made to available personnel.

Initial Response

Initial response to an incident or emergency occurs within the first hour. During this time period considerations will be made to the following:

1. The need to send an HCEM representative to the scene

2. The need to send out notifications, which may include any of the following and will be determined as dictated by the incident/emergency:
    a. Send an EOC Alert[1]
    b. Send a message through the HCEM app
    c. Send out a message using the County's notification system
    d. Contact the NWS for activation of EAS
    e. Post messages on social media
3. The need to activate the EOC
    a. At the direction of the HCEM Executive Director and/or Deputy Director, the EOC activation level is raised
    b. Any change in the EOC activation level requires the following notifications:
        i. EOC Alert
        ii. Update EOC status in WebEOC
        iii. Post a message on WebEOC County Incidents board stating the EOC is activated and why
        iv. Update social media status
        v. Send out a notification via the HCEM App
4. The need to activate employees and volunteers
    a. The Executive Director, Deputy Director, or EOC may dispatch EM staff including, but not limited to, full-time and part-time employees, volunteer EOC personnel, Community Emergency Response Teams (CERT), and/or county Radio Amateur Civil Emergency Service (RACES)
    b. CERT or RACES Response
    All volunteers activated by the EOC are a representative of HCEM and Hamilton County. Members shall only respond as directed by the EOC[2].
        i. CERT and/or RACES volunteers may serve as a liaison between a command post, local EOC, shelter, sand barn, points of distribution, or other locations deemed necessary by the emergency or disaster
            1. CERT may also be used for activities they are trained in such as:
                a. Light search and rescue
                b. Triage
                c. First aid
                d. Traffic and pedestrian control
            2. RACE may also be used for activities they are trained in such as:
                a. Communications support at any location
                b. Storm reporting
                c. Windshield damage assessments
        ii. All deployed personnel shall be deemed to be in an activated status by the Executive Director in compliance with Indiana Code.

---

[1] See the EOC Alert Notification Standard Operating Procedure for additional information
[2] See the Volunteer Handbook and Policy for additional information.

          iii. All deployed personnel will be advised what information to report back to the EOC which that may include, but not limited to:

              1. Overview of the situations

              2. Damage reports

              3. Disaster totals

                  a. Number injured

                  b. Number dead

                  c. Number of structures damaged[3]

                     i. Destroyed

                     ii. Major

                    iii. Minor

                    iv. Affected

              4. Levels of local EOC staffing

              5. Local EOC needs/requests

              6. Number of shelter occupants

              7. Quantities of supplies distributed

          iv. All deployed personnel will be advised the frequency of reporting to the EOC; however, the baseline is every hour on the hour for critical incidents

5. The need to begin resource requests
6. The need to establish a staging location
7. Begin planning for multiple operational periods and the needs for sustained operations

    a. Short-term logistical support planning for:

        i. Staging areas

        ii. Personnel to assist with logistics transport

            1. Noblesville Parks

            2. Hamilton County Parks

        iii. Command posts

        iv. Port-o-lets

        v. Light towers

        vi. Water

        vii. Ice

        viii. Tents

        ix. Food

    b. Long-term logistical support planning for:

        i. Establish shifts for personnel in the field and in the EOC in accordance with the battle rhythm

        ii. Fuel support of deployed assists

        iii. Activation of shelters

        iv. Integration of other teams or resources

---

[3] See the Preliminary Damage Assessment SOP and Field Guide for additional information

Expanded Operations

1. During disaster or emergency incidents, the EOC, as the central coordination point for County disaster response operations.
2. The EOC is a facility staffed through rapid mobilization by key personnel. It is designed and equipped to permit the coordination and implementation of actions at the county level to save lives, preserve property, and alleviate human suffering.
3. Should the EOC become inoperable, an alternate site will be chosen, and departments/agencies notified.
    a. The primary alternate site is the Noblesville Fire Department, Station 76 located at 16800 Hazel Dell Rd south of State Road 32, Noblesville, Indiana[4].
    b. The alternate secondary site is Carmel's EOC
    c. The alternate tertiary site is the County Fairgrounds
4. The HCEM Executive Director recommends to the Board of Hamilton County Commissioners, emergency actions to be implemented and monitors potential emergency conditions within the County and the State of Indiana on a 24-hour-a-day basis.
5. The HCEM Executive Director and HCEM staff shall monitor potential emergency conditions and make appropriate notifications. It is the responsibility of the HCEM Executive Director to ensure senior leadership is aware of any serious conditions that may affect the County.
6. During a disaster response, each ESF representative in the EOC will remain under the administrative control of their agency; however, they will function under the supervision of the EOC Manager.
7. County responses to emergency or disaster situations are conducted utilizing the National Incident Management System (NIMS), guidelines outlined in the National Response Framework (NRF), and the CEMP.
8. Activation of the EOC is done at the direction of the HCEM Executive Director or the Deputy Director. The EOC will be activated at one of four designated levels as set forth below. Each elevated level assumes the requirements and conditions of the previous, lower activation level.
    a. Level IV Activation – Limited Emergency Conditions: A situation has occurred or may occur to warrant further actions.
    b. Level III Activation – Active Emergency Conditions: A situation has occurred requiring limited activation of the EOC.
    c. Level II Activation - Significant Emergency Conditions: A situation has occurred requiring full activation of the EOC.
    d. Level I Activation - Full Emergency Conditions: A situation has occurred requiring full activation of the EOC and assembly of the Policy Group.

---

[4] See the EOC Relocation Standard Operating Procedures for additional information.

Operational Schedule

The EOC shall utilize the established operational schedule or battle rhythm to manage the timeliness of the operations. The battle rhythm shall be implemented as quickly as possible to ensure effective management of the EOC and the implementation of the planning process.

Time	Action	Responsibility
0700	IAP and SitRep are Complete	Planning Chief
	Section Chief's Meeting (Incoming and outgoing)	Section Chiefs
0730	Conduct Shift Brief	Outgoing EOC Manager
0800	Situation Report and Incident Action Plan are Published	Planning Chief
0900	County-wide Conference Call	EOC Manager
	Executive Summary	Planning Chief
1000	IDHS Conference Call	EOC Manager
	Ensure COP is Accurate/Publish Updated Map(s) if needed	GIS
1100	Executive Summary	Planning Chief
1200	Weather and Hydrology Review	Planning Chief
1300	Executive Summary	Planning Chief
	Section Chief's Meeting	Section Chiefs
1400	Ensure COP is Accurate/Publish Updated Map(s) if needed	GIS
	Mid-Shift Brief	All Personnel
1500	Executive Summary	Planning Chief
1700	Weather and Hydrology Review	Planning Chief
	Executive Summary	Planning Chief
	ESF Situation Reports are Due	ESFs
1800	After Action Comments Submitted	All Personnel
1900	SitRep & IAP Complete	Planning Chief
1900	Section Chief's Meeting (Incoming and outgoing)	Section Chiefs
1930	Conduct Shift Brief	Outgoing EOC Manager
2000	Publish SitRep and IAP	Planning Chief
2100	Executive Summary	Planning Chief
2200	Ensure COP is Accurate/Publish Updated Map(s) if needed	GIS
0000	Weather and Hydrology Review	Planning Chief

Time	Action	Responsibility
0100	Section Chief's Meeting	Section Chiefs
0200	Ensure COP is Accurate/Publish Updated Map(s) if needed	GIS
0500	Executive Summary	Planning Chief
	Weather and Hydrology Review	Planning Chief
	ESF Situation Reports Due	ESFs
0600	After Action Comments	All Personnel

Organization and Assignment of Responsibilities

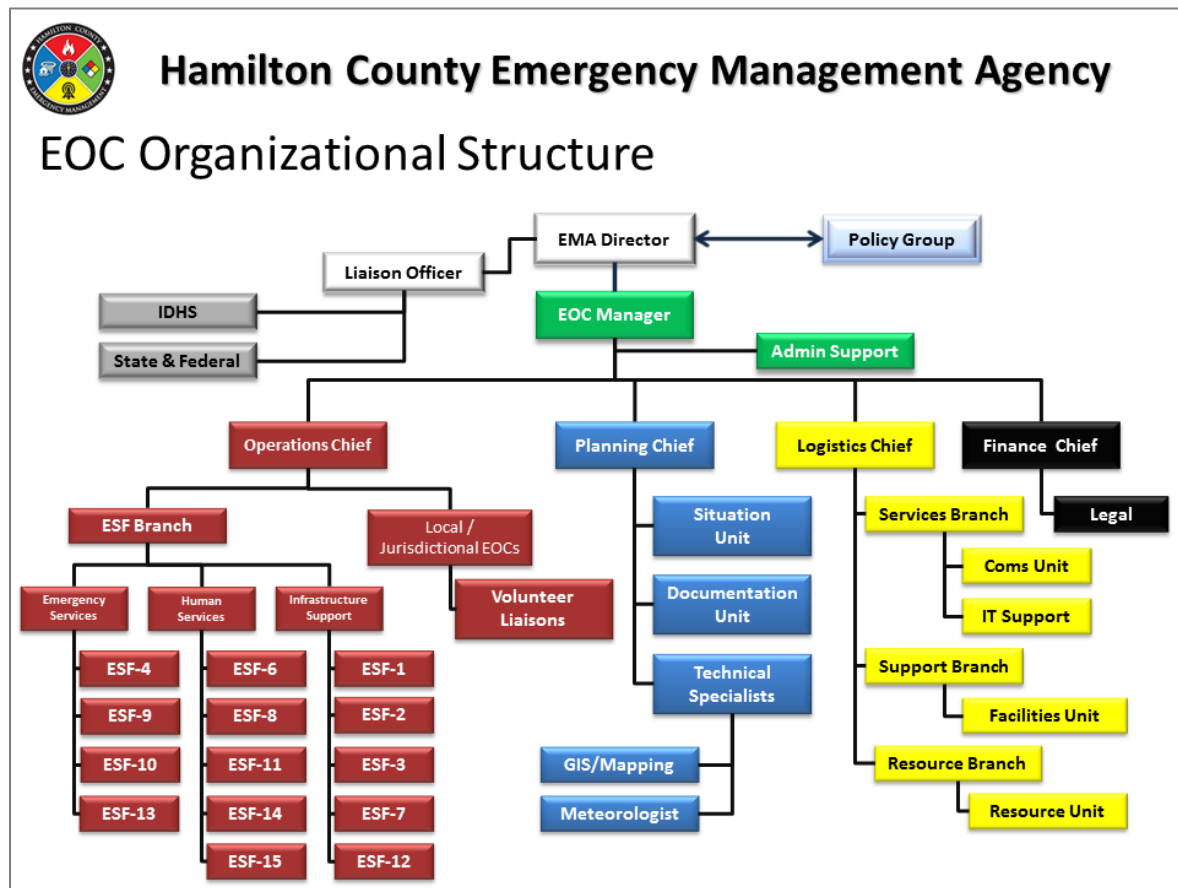The organizational structure of the EOC is as follows:

Figure 1: EOC Organizational Structure

Overview

The organizational structure for any response shall be dictated by the incident; however, the organization structure shall follow the CEMP and utilize the NIMS. Personnel deployed to the field shall support the lead agency or incident commander (IC) as determined by the IC. The EOC shall be organized as needed into six major functional groups: Policy, Management, Operations, Planning, Logistics, and Finance and Administration.

1. Policy Group
   The Policy Group is a committee convened during Level I Activations or whenever strategic executive-level decisions are required in accordance with the CEMP.
   a. Policy Group will be in strategic command of countywide disaster response operations and will determine overall county disaster response goals.
      i. The Policy Group would include but is not limited to:
         1. County Commissioners
         2. County Council
         3. Local Elected Officials
         4. HCEM Executive Director
2. Management Section
   The Management Section provides operational direction and control of the EOC response activities. The section carries out the strategic directives of the Policy Group and sets operational objectives for the county-wide response. Management Section personnel may include:
   a. EOC Manager
   b. Safety Officer
   c. Liaison Officer
   d. Public Information Officer (PIO)
3. Operations Section
   The Operations Section is responsible for conducting disaster response activities within the EOC. Fully activated, this Section would consist of the ESF Branch and Local Jurisdictional Liaison Branch. Operations Section personnel may include:
   a. Operations Section Chief
      i. ESF Branch Director
         1. Emergency Services Group Coordinator
            a. ESF 4 - Firefighting Coordinator
            b. ESF 9 - Search and Rescue Coordinator
            c. ESF 13 - Public Safety and Security Coordinator
         2. Human Services Group Coordinator
            a. ESF 6 - Mass Care Coordinator
            b. ESF 8 - Health Coordinator
            c. ESF 11 - Agriculture and Natural Resources Coordinator
            d. ESF 14 - Long Term Recovery Coordinator

        e.   ESF 15 - External Affairs Coordinator

    3.   Infrastructure Support Group Coordinator

        a.   ESF 1 - Transportation Coordinator

        b.   ESF 2 - Communications Coordinator

        c.   ESF 3 - Public Works Coordinator

        d.   ESF 10 - Hazardous Materials Coordinator

        e.   ESF 12 - Energy Coordinator

    ii.   Local Jurisdictional Liaison Branch

4.   Planning Section

The Planning Section is responsible for collecting, evaluating, and disseminating information pertaining to the incident, including the creation and dissemination of the County Situation Report (SitRep), tracking resources, creating the incident action plan (IAP), and drafting executive summaries. Planning Section personnel may include:

    a.   Planning Section Chief

        i.   Situation Unit Leader

        ii.   Documentation Unit Leader

        iii.   Technical Specialist

           1.   GIS/Mapping Unit Leader

           2.   Meteorologist

           3.   Other technical specialists as needed such as radiological or others as determined by the Planning Section Chief

5.   Logistics Section

The Logistics Section provides resources support and services for emergency operations. Logistics obtains and provides essential personnel, facilities, equipment, supplies, and services not found within the agencies represented in the EOC. Logistic Section personnel may include:

    a.   Logistics Section Chief

        i.   Services Branch Director

           1.   Communications Unit Leader

           2.   Information Technology Support Unit Leader

        ii.   Support Branch Director

           1.   Supply Unit Leader

           2.   Facilities Unit Leader

              a.   Food Safety

        iii.   Resource Branch Director

           1.   Resource Unit Leader

6.   Finance and Administration Section

The Finance and Administration Section provides general administrative, finance, and legal support related to EOC operations. Personnel from other County Agencies will conduct activities of this section. Personnel from other local agencies may be called to assist as required. Finance/Admin Section personnel may include:

    a.   Finance and Administration Section Chief

i. Procurement Unit Leader

ii. Legal Support Unit Leader

iii. Additional staff as determined by the Finance Admin Section Chief

Roles and Responsibilities

Management Staff

Executive Director of Emergency Management

1. Ensure efficient and effective communications with the County Commissioners and all other stakeholders
2. Serves as the primary point of contact in the EOC for the Policy Group
3. Serves as a reference for emergency disaster law to elected officials
4. Acts as a liaison between state and federal agencies and subject matter experts
5. Assists with resource adjudication
6. Reviews and approves requests for procurement (when the Finance and Admin Section Chief is not present), requests to be sent to the state, and requests/coordination for state or federal resources

EOC Manager

1. Coordinates EOC activities
2. Assesses the situation, prioritizes incident objectives, and establishes the EOC operational schedule, as referred to as an operation schedule also known as the battle rhythm[5]
3. Reviews, approves, and authorizes the implementation of a single EOC IAPs for each operational period
4. Monitors and evaluates EOC organizational structure, implementation of the EOC IAPs, and the performance of the General Staff Section Chiefs regarding the accomplishment of incident objectives[6]
5. Approves and ensures SitReps are distributed on schedule and all other required documentation is properly prepared, filed, maintained, secured, and stored
6. Ensures forward flow of information and resolves interruptions in information flow processes
7. Supports EOC/ESF staff as needed and ensures staff members are relieved, fed, and have all the necessary resources to conduct operations.
8. Establishes access control protocols to ensure a productive work environment that is conducive to the efficient and effectiveness of the overall EOC operations and may include
   a. Securing the EOC doors
   b. Implementation of a controlled entry process
   c. Ensures the number of non-essential personnel in the EOC is kept to a minimum and it may become necessary to politely request non-essential personnel to leave the EOC and log into WebEOC for updates
9. Does not permit the media in the EOC due to the disruption of the productive work environment and potential sensitive/restricted information that could be released in a non-productive manner

---

[5] See the Appendix B for a copy of the Battle Rhythm or the Battle Rhythm SOP
[6] See the incident objectives checklist in Appendix C

10. Monitors and maintains the cleanliness of the EOC
11. Oversees maintenance and tracking of all equipment used and issued on the EOC
12. Ensures the EOC is in a constant state of readiness

Additional Positions

The EOC recognizes the need to expand command staffing during catastrophic or complex incidents and may elect to add the following positions as needed:

Liaison Officer(s)

1. Serves as point of contact for assisting and cooperating agency representatives stationed in the EOC, including state and federal agency representatives and subject matter experts
2. Maintains a list of agency representatives in the EOC
3. Ensures agency representatives have needed resources to accomplish tasks including workspace and office supplies
4. Briefs incoming and outgoing agency representatives on the current situation and keeps representatives up to date on incident status
5. Monitors incident operations to identify current or potential inter-organizational and inter-jurisdictional problems
6. Participate in planning meetings and briefings of Policy, Management, and General Staff
7. Provides information concerning the limitations and capabilities of agencies active in response operations

Safety Officer

1. Acts as subject matter expert and advises the EOC Manager on operational safety issues
2. Ensures operations comply with State and Federal occupational safety requirements at an operational level
3. Anticipates and assesses hazards and provides recommendations
4. Participates in planning meetings and briefings of Policy, Management, and General Staff
5. Reviews IAPs for safety implications
6. Works with the Planning Section to develop Health and Safety Plan and incorporates safety information into the IAPs as needed
7. In support of tactical safety and does not oversee tactical/field safety operations

Section Chiefs

Operations Section Chief

1. Coordinates and oversees the activities of the ESFs
2. Approves incident objectives outlined in the IAP
3. Directs the execution of the IAP and monitors progress toward operational goals
4. Monitors information flow and ensures mission assignments and resource requests are processed promptly
5. Requests resources needed to accomplish incident objectives
6. Ensures timely excitation of the battle rhythm for items pertaining to the ops section

Planning Section Chief

1. Coordinates and oversees the planning section
2. Collects, evaluates, disseminates information about the incident to:
   a. Understand the current situation
   b. Predict probable course of incident events

       c.   Prepare alternative strategies for the incident

3. Ensures timely excitation of the battle rhythm for items pertaining to the planning section
    a. Chairs planning meetings in accordance with the battle rhythm
4. Develops the IAP, SitRep, and Executive Summaries and disseminates at the times listed in the battle rhythm

Logistics Section Chief

1. Coordinates and oversees the logistics section
2. Implements efficient and effective resource sourcing
3. Establishment of logistics facilities as required by the IC, such as:
    a. Reception and mobilization centers
    b. Staging areas
    c. Billeting and feeding

Finance and Administration Section Chief

All emergency procurement requires the approval of the HCEM Executive Director who shall consult/seek approval from the Hamilton County Auditor. The Auditor shall determine approval levels for procurement approvals. Additionally, the Auditor shall provide oversight and support for finance activities in the EOC to ensure compliance with all applicable rules, regulations, policies, and statues.

    a. All requests for assistance, all general messages, and all reports will be handled using the primary crisis information management system. The use of reports will vary according to the type of emergency involved.
    b. Other forms as needed will be completed and utilized for the incident, logistical, and historical tracking purposes.
    c. The EOC facilities and response equipment/facilities will be serviced and maintained at the highest level of readiness by the HCEM Deputy Director.
    d. Agency-specific software may be added, and modifications made to EOC workstation computers with the permission of the Deputy Director and/or EOC Manager and under the supervision of Hamilton County Information Systems Services personnel.

ESF Organization

Each ESF will be comprised of a single primary agency/organization and several support agencies/organizations

1. General Role of the Primary Agency/Organization:
    a. Designated as the lead agency/organization for the ESF Coordination Group
    b. Each ESF is managed by an ESF Primary Agency/Organization Representative
    c. Manages the activities of support agencies/organizations within the ESF Group
    d. Manages information flow into and out of the ESF group using the designed crisis information management system and/or conference calls
    e. Acts as point of contact for coordination of activities between other ESF groups
    f. Coordinate the fulfillment of missions/tasks assigned to the ESF group
2. General Role of the Support Agency
    a. Support agencies/organizations will be represented in the EOC by the primary ESF representative in the EOC
    b. Conducts activities in support of the ESF mission
    c. Provide a wide range of support activities across the full spectrum of ESFs

      d. Maintains coordination with the primary ESF agency through the designated crisis information system

  3. ESF Primary Agencies/Organizations

ESF 1 Transportation – Hamilton County Highway Department

1. Intra-state, State Highway, county roads, and public road support
2. Transportation safety
3. Restoration/recovery of transportation infrastructure
4. Movement restrictions
5. Damage and impact assessment

ESF 2 Communications – Hamilton County Public Safety Communications

1. Coordination with the telecommunications industry
2. Restoration/repair and temporary provisioning of communications infrastructure
3. Protection, restoration, and sustainment of cyber and information technology resources

ESF 3 Public Works and Engineering – Hamilton County Surveyor's Office

1. Infrastructure protection and emergency repair
2. Infrastructure restoration and environmental restoration
3. Engineering services, construction management
4. Critical infrastructure liaison

ESF 4 Firefighting – Hamilton County Fire Chief's Round Table

1. Firefighting activities, task force, and strike team support
2. Resource support for initial, reinforced, and sustained operations across multiple operational periods

ESF 5 Emergency Management – Hamilton County Emergency Management

1. Coordination of incident management efforts
2. Issuance of mission assignments
3. Resource and human capital
4. Incident action planning

ESF 6 Mass Care, Housing and Human Services – American Red Cross

1. Mass care and sheltering
2. Establishment of reception centers
    a. Evacuation reception centers
    b. Mass causality reception centers
    c. Family assistance centers
    d. Volunteer reception centers
3. Disaster housing
4. Human services support

ESF 7 Resource Support – Hamilton County Emergency Management

1. Provides resource support (facility space, office equipment and supplies, contracting services, etc.)
2. Provides resource sources (see Logistics Section Chief)

ESF 8 Public Health and Medical Services – Hamilton County Health Department

1. Medical support
2. Mental health services
3. Mortuary services

ESF 9 Urban Search and Rescue – Fire Chief's Round Table

1. Life-saving assistance
2. Urban search and rescue
3. Confined space rescue
4. Resource support for initial, reinforced, and sustained operations across multiple operational periods

ESF 10 Oil and Hazardous Materials Response – Fire Chief's Round Table

1. Oil and hazardous materials (chemical, biological, radiological, etc.) response
2. Spill restoration, short- and long-term cleanup and environmental support

ESF 11 Agriculture and Natural Resources – Purdue Extension Office

1. Domestic agriculture support
2. Animal and plant disease/pest response
3. Food safety and security
4. Pet care and sheltering

ESF 12 Energy – Duke Energy

1. Energy infrastructure assessment, repair, and restoration
2. Energy industry utility coordination
   a. Staging
   b. Response coordination
   c. Develop task forces as necessary (e.g., utility teams up with police, public works/street department to:
      i. Police blocks street
      ii. Power company representative ensures power lines are not energized
      iii. Public works/street department begins emergency debris clearance
      iv. The task force then moves on to the next street
3. Emergency utilities restructuring and transfer
4. Support all providers with access to restricted areas impacted by disasters by coordinating with ESF-13

ESF 13 Public Safety and Security – Hamilton County Sheriff's Department

1. Law enforcement assistance
2. Security planning and technical and resource assistance
3. Public safety, security support, escort support, etc.
4. Support to access, traffic, crowd control, and evacuation (may include contraflow[7] as coordinated with ESF-1)

---

[7] Lane reversal of the normal flow of traffic to aid in emergency evacuation (e.g. S.R. 19 turned to two lanes south rather than one lane north and one lane south)

ESF 14 Long Term Community Recovery – Business Alliance of Hamilton County

1. Economic community impact assessment
2. Long-term community recovery assistance to state, local government, and the private sector
3. Recovery in long-term disaster
   a. Housing
   b. Coordination with IDHS Recovery
   c. Completion of FEMA forms

ESF 15 External Affairs – Hamilton County Sheriff's Department Public Information Office (PIO)

1. Emergency public information
2. Media and community relations
3. Congressional and international affairs
4. Public warnings and pre-incident information
5. Coordination with other PIOs
6. Management of social media

Continuity of Operations

The loss of the EOC would have a catastrophic impact on countywide disaster response operations. To ensure continuity of operations, HCEM created an SOP for an alternate EOC.

1. Conditions for the relocation of EOC to alternate facility:
   a. Loss of primary communications capability
   b. Loss of power to the EOC
   c. Loss of water/wastewater systems
   d. Inability to gain access to the EOC
   e. Complete loss of the EOC facility
   f. The significant threat exists that prevents the activation and use of the primary EOC
2. Decision to Relocate
   a. The HCEM Executive Director, Deputy Director, or their designee shall make the determination to relocate
   b. Once a decision to relocate to the alternate location, notification shall be made to all stakeholders
3. Alternate Facilities
   Detailed instructions and procedures for relocation are in the EOC Relocation SOP.

Communications

The following means of communications and systems are in place to facilitate the effective communication of information into and out of the EOC.

1. Data
   a. Crisis Information Management Systems
      i. WebEOC
      ii. SharePoint
      iii. Homeland Security Information Network (HSIN)
   b. Email

The email account monitored by the HCEM on-call person and the EOC when activated is eoc@hamiltoncounty.in.gov

   c. Text and Alphanumeric Paging

   d. Other systems/applications including but not limited to:

       i. Hamilton County CAD

       ii. Hamilton County GIS

       iii. IndyTrack Hospital System

       iv. National Weather Service (NWS) Chat

2. Radio

   a. Hamilton County Public Safety Communications 800 MHz System

   b. Indiana Department of Homeland Security 155 MHz System

   c. Amateur Radio (RACES)

   d. Satellite phone and data (Hamilton County does not possess this capability)

3. Telephone

   a. Landline

   b. Cellular

   c. Satellite

Administration

Administration of the Emergency Operations Plan (EOP)

1. The EOP was developed in compliance with federal, state, and local laws and ordinances providing the guidelines that govern emergency management and homeland security activities.

2. Plan Maintenance
   This plan shall be reviewed annually for accuracy and effectiveness on the following occasions:

   a. Annually in January

   b. Following an activation as part of the after-action review process

   c. When there is a change in State or Federal homeland security guidelines, standards, or plans

   d. At the direction of the HCEM Advisory Council, or the HCEM Executive Director.

Training, Exercise, and Evaluation of EOC Operations

Training

HCEM shall establish and maintain an EOC training program that is progressive, moving personnel toward improving emergency response capabilities. It requires careful planning, including clearly identifying long-term improvement goals and specific objectives. Courses will be offered through local, state, and federal programs and will be coordinated through HCEM. Training will be structured in two phases:

1. Foundational
   Basic training to provide fundamental concepts and systems employed in the EOC. Completion of the following courses will be required to effectively perform duties during EOC operations:

      a. IS[8]-100.b - Introduction to Incident Command System ICS 100
      b. IS-200.g – ICS for Single Resource and Initial Action Incidents ICS 200
      c. IS-700.a National Incident Management System ICS 700
      d. IS-800.c - National Response Framework ICS 800 B
      e. IS-230.d - Fundamentals of Emergency Management
      f. IS-775 EOC Management and Operations

2. Operational

Training conducted in the EOC to provide responders, emergency support function leads and support agencies, and EOC staff and volunteers with an orientation to the EOC, operational structure, procedures, and systems used in the EOC. Courses shall be offered throughout the year by the HCEM. These courses would include but are not limited to:

      a. EOC Operations I – Concept of Operations
      b. EOC Operations II – Section specific training for section chiefs
      c. WebEOC – Training for all personnel involved in EOC or Emergency Management operations. This may include personnel who only require access to WebEOC and not necessarily the EOC. Training may be conducted in the EOC or in other locations.

Advance Training

This level of training would involve in-depth coursework in the critical aspects of major incident management. Numerous emergency management and homeland security courses are available from state and national organizations, such:

1. ICS 300
2. ICS 400
3. Enhanced Incident Management / Unified Command Course – Texas Engineering Extension Service (TEEX).

Professional Development

The EOC and participating personnel will also pursue professional certifications and additional advanced training if they so desire.

1. Certified Emergency Manager – International Association of Emergency Managers
2. Associate Emergency Manager – International Association of Emergency Managers
3. Professional Emergency Manager – Emergency Management Alliance of Indiana
4. Professional Development Series – FEMA Emergency Management Institute

Exercising

An exercise program enables the EOC to test the implementation of plans, procedures, and protocols, fine-tune internal coordination, and practice coordinating with external response entities. Depending on the scope and scale of the emergency preparedness exercises, they may involve many individuals, both internal and external.

1. Table Top Exercises

---

[8] FEMA Independent Study Courses are available at https://training.fema.gov/is/

The tabletop is largely a discussion guided by a facilitator. Its purpose is to solve problems as a group. There are no simulators and no attempts to arrange elaborate facilities or communications. These exercises will be throughout the year in the EOC and Response Facilities.

2. Functional Exercise

    A Functional Exercise is an emergency simulation designed to provide training and evaluation of integrated emergency operations and management. More complex than the tabletop exercise, it focuses on the interaction of decision making and agency coordination. These exercises will be coordinated will be held throughout the year in the EOC.

3. Full-Scale Exercise

    A Full-Scale Exercise includes elements outside of the EOC and evaluates several components of emergency response and emergency management systems simultaneously. The key elements of a full-scale exercise include the direction and control, mobilization of resources and communications. The EOC shall participate in state, regional, and/or national level full-scale exercises.

Appendix A – Acronyms

CAD: Computer Aided Dispatch

CERT: Community Emergency Response Team

COAD: Community Organizations Active in Disasters

DPW: Department of Public Works

EMAC: Emergency Management Advisory Committees

EOP: Emergency Operations Plan

EPA: Environmental Protection Agency

ESF: Emergency Support Function

- ESF-1: Transportation
- ESF-2: Communications
- ESF-3: Public Works
- ESF-4: Fire
- ESF-5: Emergency Management
- ESF-6: Mass Care
- ESF-7: Resource Support
- ESF-8: Public Health
- ESF-9: Urban Search and Rescue
- ESF-10: HazMat
- ESF-11: Agriculture
- ESF-12: Energy
- ESF-13: Law Enforcement
- ESF-14: Recovery
- ESF-15: Public Information

FEMA: Federal Emergency Management Agency

HazMat: Hazardous Materials

HCEM: Hamilton County Emergency Management

ICS: Incident Command System

IDEM: Indiana Department of Environmental Management

IS: Independent Study Program from FEMA

LEPC: Local Emergency Planning Committee

MOU: Memorandum of understanding

NIMS: National Incident Management System

RACES: Radio Amateur Civil Emergency Service

sUAS: Small Unmanned Aerial Systems or drone

USAR: Urban Search and Rescue

UWCI: United Way of Central Indiana

VRC: Volunteer Reception Center

Appendix B – Battle Rhythm

Time	Action	Responsibility
0700	IAP and SitRep are Complete	Planning Chief
	Section Chief's Meeting (Incoming and outgoing)	Section Chiefs
0730	Conduct Shift Brief	Outgoing EOC Manager
0800	Situation Report and Incident Action Plan are Published	Planning Chief
0900	County-wide Conference Call	EOC Manager
	Executive Summary	Planning Chief
1000	IDHS Conference Call	EOC Manager
	Ensure COP is Accurate/Publish Updated Map(s) if needed	GIS
1100	Executive Summary	Planning Chief
1200	Weather and Hydrology Review	Planning Chief
1300	Executive Summary	Planning Chief
	Section Chief's Meeting	Section Chiefs
1400	Ensure COP is Accurate/Publish Updated Map(s) if needed	GIS
	Mid-Shift Brief	All Personnel
1500	Executive Summary	Planning Chief
1700	Weather and Hydrology Review	Planning Chief
	Executive Summary	Planning Chief
	ESF Situation Reports are Due	ESFs
1800	After Action Comments Submitted	All Personnel
1900	Sit Rep & IAP Complete	Planning Chief
1900	Section Chief's Meeting (Incoming and outgoing)	Section Chiefs
1930	Conduct Shift Brief	Outgoing EOC Manager
2000	Publish SitRep and IAP	Planning Chief
2100	Executive Summary	Planning Chief
2200	Ensure COP is Accurate/Publish Updated Map(s) if needed	GIS
0000	Weather and Hydrology Review	Planning Chief
0100	Section Chief's Meeting	Section Chiefs
0200	Ensure COP is Accurate/Publish Updated Map(s) if needed	GIS

Time	Action	Responsibility
0500	Executive Summary	Planning Chief
	Weather and Hydrology Review	Planning Chief
	ESF Situation Reports Due	ESFs
0600	After Action Comments	All Personnel

Appendix C – Incident Objectives Checklist

All Hazards Objectives

1. Provide for the safety of responders and the public/citizens for the duration of the incident
2. Provide for responder safety through the adherence to agency policies and SOP's during incident operations
3. Evaluate safety concerns for incident personnel and public thru the utilization of risk management principles
4. Ensure proper PPE is worn and appropriate safety procedures are followed at all times
5. Evacuate all residents between ----- and ------ Streets by ---- hours
6. Facilitate orderly evacuation of the affected area/scene/endangered persons
7. Continue to evaluate the effectiveness of the evacuation boundary
8. Construct sandbag diversion away from -------- by ----- hours
9. Monitor activities and respond to maintain peace, order and life safety
10. Maintain a functional emergency response system
11. Return all public facilities used for the response to at least minimal operational condition within ------ hours
12. Maintain/Provide/Establish normal public safety operations/services
13. Provide for immediate & on-going Life, Health & Safety needs
14. Return all public facilities used for the response to at least minimal operational conditions by _____hours
15. Maintain facility isolation
16. Access & document damages of the impacted areas
17. Complete a damage survey within 12/24/ or ------ hour
18. Complete preparations for all aspects of --------- operations
19. Continue reconnaissance at ------------- by_____ hours
20. Create appropriate documentation to support response (S&R) efforts
21. Continue on-site assessment of critical infrastructure
22. Complete an "Areas of Risk" Assessment/Size Up
23. Continue to coordinate operations between agencies
24. Manage a coordinated response effort
25. Provide and control support to the incident/event command
26. Keep Costs Commensurate with Values at Risk
27. Utilize best practices relative to cost and time management
28. Ensure a positive work environment for all personnel
29. Maintain high visibility throughout the community
30. Support the physical needs of staff and rescue workers
31. Evaluate requests for assistance as received from external entities
32. Protect Private Property, Improvements and other Commercial Endeavors
33. Maximize /Continue/Monitor protection of environmentally sensitive areas
34. Minimize the economic impact of the affected area/community
35. Provide resource support for the community
36. Continue volunteer management efforts
37. Provide "just in time" training for responders (searchers) that arrive to assist
38. Assure basic needs services of affected residents
39. Communicate with Unified Command to ensure compliance with -------
40. Keep stakeholders, responders and public informed of response activities

41. Provide the ability to interface with media
42. Ensure an effective communications system is established
43. Maintain communications within the incident at all times
44. Ensure interoperability of communications
45. Establish communication protocols with: public safety, municipalities, schools, public, medical facilities
46. Foster communications between ------ and ------
47. Establish a means to educate the public and responders
48. Keep the public informed on the status of the incident
49. Continue information exchange with media, active personnel and Incident Command
50. Provide for the media/information management to the public, responders & family members
51. Provide accurate and timely information to the public, stakeholders and cooperating agencies
52. Continue to issue emergency public service information concerning the situation
53. Establish a Joint Information System/Center (very tactical - best not to use)
54. Maximize Protection of Environmentally – Sensitive Areas
55. Begin the recovery mission/operations
56. Continue personnel and asset tracking
57. Utilize Unified Command Structure
58. Project an approximate and appropriate number of patients/injuries/causalities
59. Activate and maintain a critical stress management team
60. Establish a Reunification Center/Point for affected persons
61. Establish the Welcome Center by _____ hours.
62. Continue mass care and sheltering
63. Establish severe weather shelter(s)
64. Reduce resources as necessary to meet the needs of the incident
65. Monitor weather conditions of the present Operational Period
66. Provide necessary transportation by _____ hours
67. Continue academic support for students/staff/responders

Law Enforcement
1. Establish perimeter control/establish secure site perimeter
2. Isolate terrorists to ----- area by ---- hours
3. Establish an isolation zone to evacuate hostages/casualties/victims into immediately
4. Immediately stop movement into and out of the facility
5. Continue/Establish traffic control/pattern
6. Provide access control
7. Establish safe ingress and egress patterns for all vehicle/ pedestrian traffic
8. Establish investigative efforts/initiate field investigations
9. Prevent any further threat to the public
10. Isolate and eliminate the active threat
11. Preserve the crime scene for investigation
12. Maintain confidentially of all sensitive data
13. Establish appropriate intelligence functions and intelligence fusion
14. Coordinate information with law enforcement authorities
15. Provide protection for increased gang activity

Coroner
1. Provide mortuary services

2. Establish the ability to interface with the coroner's office
3. Manage incident causalities

Fire/EMS/HazMat

1. Provide Hazardous Materials mitigation to include decontamination
2. Identify all Hazardous Materials carried on the --------
3. Mitigate life safety/environmental hazards caused by leaking hazardous materials
4. Conduct Hazmat operations in accordance with the site safety plan
5. Identify current and potential hazardous materials releases with potential impacts to the public and environment including: Human Exposure, Municipal Water Supplies, Air Quality, etc. --------
6. Establish HAZMAT cleanup activities with a target completion time of ----hours
7. Continuously monitor waterways/air quality for possible contamination from hazardous materials
8. Provide the community with Fire and Emergency Services
9. Establish Emergency Medical Services to the impacted areas
10. Provide care for the injured
11. Continue fire suppression efforts in affected area
12. Protect private property, other improvements and identified areas of risk by utilizing the appropriate firefighting strategies
13. Apply recognized firefighting tactics and principles to control the fire area
14. Keep abreast of changing fire conditions
15. Provide support for fire suppression activities
16. Continue search and rescue efforts/operations
17. Initiate fire investigation efforts
18. Utilize best practices for smoke management

Public Works

1. Establish debris removal efforts in the affected areas
2. Maintain all routine public works services
3. Coordinate Public Utility Service issues (Gas, Electric, Water) [usually an Administrative Objective]
4. Secure all utilities before ------ hours to prevent gas leakage and electrical shock

Public Health

1. Continue public health efforts/special needs services
2. Maintain facility isolation
3. Depopulate then dispose of ------- at the entire facility
4. Implement rapid testing for ------- on humans
5. Establish a temporary testing site near the facility
6. Establish biosecurity measures on site
7. Establish the ability to identify the source of a public health outbreak
8. Continue to define the scope of the outbreak
9. Provide the ability to process and analyze pertinent information about the evolving disease outbreak
10. Continue surveillance of medical needs
11. Continue surveillance efforts of the outbreak
12. Characterize the organism including antibiotics resistance
13. Implement a mass fatality plan (countywide)
14. Initiate investigation efforts/establish field investigations with law enforcement

15. Continue investigative efforts to identify the source of the outbreak
16. Continue to coordinate Public Health activities between agencies and partners
17. Fulfill SNS Mission (Strategic National Stockpile)
18. Ensure adequate medical supplies are available

Wildlife Maintenance Objectives

1. Continue detoxification operations
2. Continue sentinel organism monitoring of chemical operations
3. Communicate with Unified Command members to ensure compliance with waterway security and maintenance
4. Complete preparations for all aspects of -------- application and detoxification
5. Protect Threatened, Endangered and Sensitive Species
6. Recover and Rehabilitate Injured Wildlife

Training Objectives

1. Provide for the safety of students, staff, the public and infrastructure
2. Ensure the safe conduct of training with the greatest amount of participation possible
3. Establish a safe and learning conducive environment for students
4. Provide an environment that facilities student learning
5. Provide comprehensive instruction regarding -------
6. Provide a forum for interaction between those responsible for --------
7. Assist in the development of professional credentials for those involved in the field of ---------
8. Teach the highest standards of professional ethics
9. Complete all instructional objectives
10. Return all facilitates to the previous state of readiness
11. Complete all course-related documentation in compliance with the Class Check List
12. Professionally represent the ------ Agency, both on and off-site
13. Assist them ------ in the planning and operation of the ------- event
14. Develop assignment lists for the instruction staff that give them proper guidance for conducting their training
15. Strength the relationship between ------ and ------
16. Contain Fire to the designated training area
17. Protect identified areas of risk within the training area

Appendix D - Critical Response

☐Send out EOC alert and establish reporting timeline

> ☐Establish scribe at EOC to track information and manage WebEOC

> All alerts must be uploaded to WebEOC

☐Determine EOC activation level

☐Begin following Battle Rhythm

- Establish a conference call schedule
- Establish an Executive Summary schedule

☐Activate CERT

- Call center
- Technical support
- Liaison staffing
- SAR
- Staffing of critical resources

☐Media Activities

> ☐Activate Tammy Sanders to monitor social media

> ☐Post on social media HCEM is supporting the incident

☐Request the American Red Cross and Salvation Army immediately due to lead time

☐Is transportation needed? (Janus, school buses, etc.)

☐Determine EMA/HCHD/HCSO Resources

- ATVs
- Light towers
- Generators
- Pallets of water and coolers
- Tents
  - o Pop up tents
  - o Large tents (at least one hour to set up)

☐Request maps, imaging, and building plans

☐Drone ops

- Need sustained ops?
- Where to stream and how?

Logistics

Immediate Needs

☐Water

☐Shelter from sun/heat/cold/elements

☐Large cooler/portable morgue

☐AM Transmitter for road closures

- Are there other forms of communication (school notifications, EAS, etc.)?
- Who is our audience
- What is our message

☐Portlets

☐Rehab

☐Light towers

☐Radio cache

☐Plan to manage food donations

    ☐Include Health Department Food Inspections

☐Morgue/Coroner Support

Sustained Operations

☐Long term feeding solutions

☐Mental health for first responders

☐Staffing for multiple operational periods

☐Sustained fuel support

    ☐Fuel transport

    ☐Fuel supply

☐Site on Wheels from Verizon and AT&T

Considerations for Sustained Operations

1. Multiple Operational Periods Staffing
2. Briefing Agenda
3. Change in EOC activation level
4. Begin normal planning P process through the implementation of the Battle Rhythm
5. Consult planning objectives document
6. Power operations
7. Fuel operations

Sample Incident Briefing Agenda at the ICP/Field Level

I. Introductions
II. Overview of Incident
   a. What occurred and when
   b. Where
      i. Define impacted area
         1. GIS Map
      ii. Where are the incident elements?
         1. ICP
         2. Staging
         3. LSA
         4. EOC
         5. Shelters
         6. Volunteer and donations management, etc.
         7. Media briefing area and when
   c. What is the command structure?
      i. Unified command with…
III. Define incident impacts
   a. Number of injured
      i. Status and hospital status
   b. Number of dead
      i. Collection point
   c. Number displaced
      i. Shelter status, numbers, needs
   d. Utilities/Communications
      i. Electric
      ii. Landlines
      iii. Internet
      iv. Cellular
         1. Site on wheels
      v. Public safety radio coverage
      vi. Gas
      vii. Water
      viii. Wastewater
IV. Define incident operational periods
   a. Where are we in the planning P
   b. Establish Battle Rhythm
V. Define Objectives for the operational period
   a. Complete SAR
   b. Accountability with check-in, check-out, hard parameter
   c. Establish volunteer and donations management plan
   d. Continue shelter operations
   e. Aerial damage assessment – determine the extent of damage
   f. Initial damage assessment – plan out an assessment based on aerial assessment
   g. Sustained ops
VI. Next Briefing