

PURDUE

UNIVERSITY™



Integrated Emergency Operations Plan

January 30, 2009

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Letter of Promulgation

January 30, 2009

Purdue University has incorporated its major emergency planning programs into this Integrated Emergency Operations Plan (IEOP). The plan considers all phases of emergency management operations in order to minimize the impacts of natural and human caused disasters. The IEOP includes response guidelines, Emergency Operations Center procedures, a Building Emergency Plan template, and our Purdue ALERT process. The IEOP will ensure the University community is well prepared to react to emergencies at the West Lafayette campus.

Purdue University has also embraced National Incident Management System (NIMS) concepts, requirements, and policies. Moreover, the University's first responders comply with the Incident Command System. The IEOP blends these concepts and procedures into the plan which will enhance the University's ability to respond and recover from emergency incidents.

The IEOP is a tool. It requires the faculty, staff and students to stay vigilant, embrace the preparedness concepts, and ensure the procedures become part of our daily routine. We must all prepare for the "unexpected" and be ready if disaster strikes our great university.

(signed)

CAROL SHELBY, Senior Director Environmental Health & Public Safety
Purdue University

AUTHENTICATION

The Purdue University Integrated Emergency Operations Plan has been reviewed and approved for implementation by the following individuals:

(signed)

Director, Campus Emergency Preparedness and Planning

(signed)

Senior Director, Environmental Health and Public Safety

(signed)

Vice President, Physical Facilities

Section 1: Plan Fundamentals

Mission:

The mission of this plan is to emphasize advance preparation and teamwork by internal and external stakeholders, establish and maintain effective communication channels, and foster an environment of continuous improvement while providing leadership in preparing and responding to all emergency incidents.

Purpose:

The Integrated Emergency Operations Plan (IEOP) provides general guidance, organizational structure and specific direction on preparedness, response and communication disciplines. It is **critical** that we are prepared for “unexpected” events to protect the Purdue “family” and local community residents. The IEOP outlines University procedures for managing major emergencies that may threaten the health and safety of the campus community.

The plan identifies departments and individuals that are directly responsible and accountable for emergency response and critical support services. It also provides a structure for coordinating and deploying essential resources.

At Purdue University, planning ahead for emergencies is part of normal business planning and campus life, and all members of the campus community share a responsibility for preparedness. An emergency can strike anytime or anywhere and a disaster will affect everyone. Therefore:

- The University must maintain a comprehensive emergency preparedness and safety program to mitigate potential hazards and to familiarize students, faculty, researchers, and staff with emergency procedures (see attachment 2, *Purdue University Emergency Procedures Handbook*).
- Every administrative and academic unit must maintain a Building Emergency Plan (BEP) to protect personnel and equipment, and to support campus response and recovery actions. This plan should identify critical operations of the department, as well as essential personnel involved with the critical operations. These identifications will be utilized in the event that normal operations of the campus cease. (see attachment 4, BEP Template and attachment 7, *Executive Memorandum C-36*)
- All faculty, staff and students must be knowledgeable of the University emergency warning notification system, Purdue ALERT (see attachment 4, Purdue ALERT Guidelines).

Scope:

The Integrated Emergency Operations Plan (IEOP) is an “all-hazards” plan. It identifies responsible individuals, and guides response and recovery actions. The IEOP is designed for only the West Lafayette campus. It applies to a broad range of emergency incidents, and may be activated during:

- Aircraft Crashes
- Bomb Threat/Detonation
- Civil Disturbances
- Epidemic/Illnesses
- Extended Power Outages
- Fires and Explosions
- Hazardous Materials Releases
 - Chemical
 - Biological
 - Radioactive
 - Nuclear
- Mass Casualty Events
- Natural Disasters
 - Tornadoes
 - Earthquakes
- Terrorism
- Search & Rescue Events
- Severe Weather
 - Flooding
 - High Winds
 - Ice Storm/Blizzards
 - Thunderstorms

The IEOP may also be utilized during major emergencies that occur adjacent to campus, but do not directly impact our physical facilities. Under this scenario, the University would coordinate emergency information and provide support services. (Examples: major hazardous materials release or fire adjacent to campus).

Purdue University maintains that a major emergency in the community that affects our students, faculty and staff is a University emergency. The University will coordinate its efforts and resources with the local communities and responding agencies.

Laws and Authorities:

- Public Law:
 - Homeland Security Presidential Directive (HSPD) 5, February 28, 2003, Management of Domestic Incidents

- Federal Civil Defense Act of 1950, as amended Public Law 920-81st Congress (50 USC App. 2251-2297)
 - Disaster Relief Act of 1974: Public law 93-288
 - Emergency Planning and Community Right to Know Act (EPCRA), Superfund Amendments and Reauthorization Act (SARA) Title III
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 106-390, as amended (USC Title 42, The Public Health and Welfare Chapter 68, Disaster Relief), 2000
 - The Disaster Mitigation Act of 2000 (DMA 2000) (P.L. 106-390)
- Indiana Statutes:
- IC 10-14-2, Chapter 2, Emergency Related Duties of Department of Homeland Security
 - IC 10-14-4, Chapter 4, State Disaster Relief Fund
 - IC 10-14-5, Chapter 5, Emergency Management Assistance Compact
 - IC 10-14-6, Chapter 6, Interstate Emergency Management and Disaster Compact
 - IC 10-14-8, Chapter 8, Transportation of High Level Radioactive Waste
 - IC 10-15-2, Chapter 2, Indiana Emergency Management, Fire and Building Services, and Public Safety Training Foundation
- University Executive Memoranda:
- C-35, Policy Relating to Adverse Weather Conditions - West Lafayette Campus
 - C-36, Revised Environmental Health and Safety Compliance Policy

Planning Situation and Assumptions:

- Situation:
- Purdue University is located in West Lafayette, IN (Tippecanoe County). According to the estimated 2000 Census, the population of Tippecanoe County is over 148,000 people...highest concentration live in West Lafayette/Lafayette cities.
 - Purdue University is a coeducational, public land grant research institution in Indiana. It was founded in 1869 and named after benefactor John Purdue and is considered one of the nation's leading research universities.
 - Purdue University offers over 500 undergraduate majors and over 70 graduate programs in a wide variety of fields.
 - Purdue's system-wide enrollment is over 70,000 students; however, this plan is designed for the West Lafayette campus which has an enrollment of 39,102 students (2007-08) from 50 states and over 120 countries (4,900+ who are international students).
 - There are over 15,000 faculty and staff members at the West Lafayette campus.

- The West Lafayette campus is a community of over 50,000 faculty, staff, and students.
 - The West Lafayette campus covers over 2400 acres and has 163 major buildings and 220 “other” facilities. Major buildings are those with 10,000 or more gross square feet.
 - Law enforcement is provided to the campus by the Purdue University Police Department (PUPD) located on campus. They maintain close relationships with the Indiana State Police and surrounding police departments from West Lafayette, Lafayette and Tippecanoe County.
 - Fire, Emergency Medical, and HAZMAT services are provided by the Purdue University Fire Department (PUFD) located on campus. They also have mutual aid agreements with volunteer agencies as well as West Lafayette/Lafayette fire departments.
 - Health services are provided on campus by Purdue University Student Health (PUSH) office. If emergency care is required the PUFD transports the individual to a local hospital.
 - Purdue University produces the majority of its power requirements through the on campus Wade Power Plant. Duke Energy provides additional high voltage feeders.
- Assumptions:
- Purdue University’s Integrated Emergency Operations Plan (this document – the *IEOP*) is based on assumptions that provide a basic foundation for establishing our operating procedures and checklists. These assumptions must cover a wide range of potential hazards, from natural disasters to various human-caused events. Therefore, the IEOP assumptions will be based on “general” considerations. They are:
 - Emergencies may require cooperation/coordination of internal and external departments, organizations, and agencies to include, university, city, county, state, and federal entities.
 - Local, state, and federal services may not be available.
 - Basic services, including electrical, water, natural gas, heat, telecommunications, and other information systems may be interrupted.
 - Buildings and other structures may be damaged.
 - Normal suppliers may not be able to deliver goods.
 - Students, faculty and staff may not be able to leave the University.
 - The IEOP is based on emergency events that are most likely to occur in our area.
 - Most emergency events will occur with little or no warning.
 - Departments tasked by this IEOP are trained/ready to respond to emergency situations.
 - Periodic exercising of the IEOP’s response requirements is critical to ensure operational readiness and effectiveness of the plan.

Mutual Aid Agreements:

Mutual aid agreements are critical to respond to major natural and human-caused hazard incidents based on university limited resources. Agreements are in place for fire, law enforcement, and emergency medical services with local community responding agencies. The Indiana Department of Homeland Security's District 4 is currently writing a mutual aid agreement for the nine county districts, of which Tippecanoe County is a member. And finally, the entire state of Indiana is covered by a state wide mutual aid agreement.

Organizational Structure:

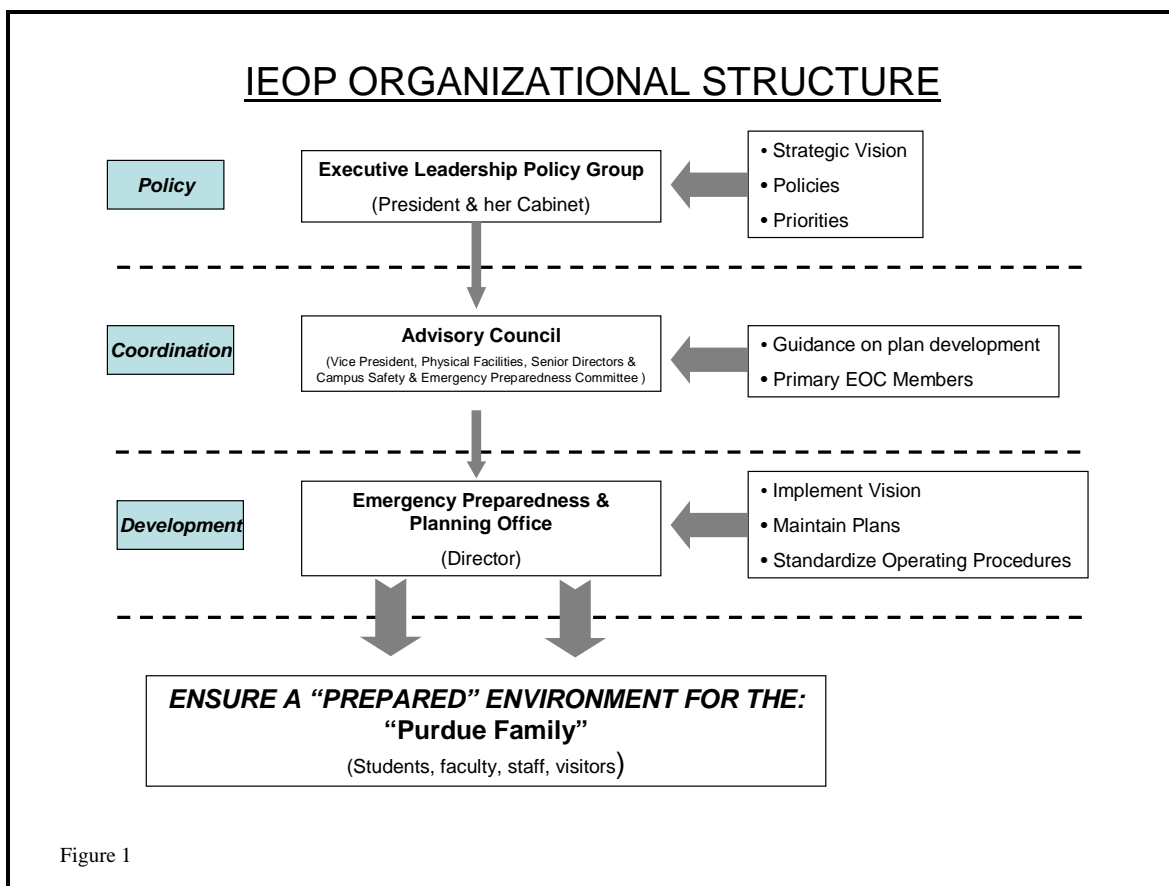
The Executive Leadership Policy Group (ELPG) is comprised of the President, the President's cabinet and the university spokesperson. The ELPG is responsible for "strategic decisions" in reacting to emergency incidents to include serious civil disturbance threats, class suspensions, campus closings, communication releases, etc., in crisis situations. The ELPG will conduct emergency meetings (connecting by telephone or other electronic means with those who cannot attend in person) to determine the University strategic course of action.

➤ ELPG Activation

- The ELPG may consider meeting in response to Level 3 emergency incidents. Level 3 incidents are defined on page 14 of the Integrated Emergency Operations Plan. Immediate response will normally be accomplished by Purdue University police and/or fire departments to ensure a safe environment. The Purdue University Police or Fire Chief (or alternate in command), Senior Director Environmental Health and Public Safety, or VP Physical Facilities may request ELPG activation through University Relations personnel. ELPG may convene by meeting or by telephone or other electronic means. A "conference bridge" process has been set up so ELPG members can remotely communicate, if necessary. Details of the conference bridge are located in the communications annex.
- Once the ELPG has been notified and a decision to form has been made, they will conduct an emergency meeting in person or by telephone to provide strategic guidance and direction to the Emergency Center Operations Director and Incident Commander as well as the entire Purdue community. ELPG may meet in Hovde Hall of Administration, Westwood Manor, or a location determined by the President.
- The ELPG:
 - May assign a liaison person(s) to gather information and interface with outside agencies and/or organizations at the campus emergency operations center.

- Will keep the university updated. Spokesperson will normally be located at the campus Emergency Operations Center or will be at the scene of an incident.
- May work through the spokesperson and the University News Service; provide information to be disseminated to faculty, staff, students, parents and local community using the Purdue ALERT system and other UNS communication processes, as appropriate.
- Will determine the need for campus closure, class suspension, dismissal of employees and other “strategic” decisions.
- Will determine frequency of meetings.
- An ELPG checklist is located in the EOC Handbook.

Purdue University has also instituted a Campus Safety & Emergency Preparedness Committee, which is made up of key staff members from units throughout the university to provide guidance and direction on plan development and to discuss emergency preparedness and public safety issues. The Committee meets monthly or as deemed necessary by the Senior Director, Environmental Health and Public Safety.



Section 2: Purdue University Emergency Management Programs

Overview of Purdue Emergency Plans:

Emergency preparedness is everyone's responsibility! Response to any emergency requires comprehensive planning involving all levels of campus personnel. The **Purdue University Integrated Emergency Operations Plan (IEOP)** contains policies, guidelines, and procedures to follow before, during and after an emergency. The IEOP integrates emergency preparedness activities into one document. It is the focal point for University planning and preparedness procedures. Listed below is an overview of the information contained in the IEOP:

- **Emergency Preparedness Strategic Plan**--Attachment 1. The Campus Emergency Preparedness and Planning Office will also develop and update as needed (minimum of an annual review) a strategic plan providing the foundation and direction for emergency preparedness and planning.
- **Emergency Procedures Handbook**--Attachment 2. The Handbook provides basic "how to" information to help the campus community respond to emergencies. While it is impossible to produce a document that is all-inclusive, this publication addresses the most common emergencies and those that are most likely to occur in the future.
- **Emergency Operations Center Handbook**--Attachment 3. This comprehensive handbook addresses the facility, personnel, procedures and support requirements for activating the Purdue University EOC and for supporting emergency operations from that center, or from an alternate facility, in a large-scale emergency situation. This handbook also provides checklists needed to operate the EOC.
- **Building Emergency Plan template (BEP)**--Attachment 4. The BEP is designed to provide students, faculty, staff and visitors basic emergency information, to include shelter-in-place and building evacuation procedures for natural and human-caused events. All building occupants need to review and understand their Building Emergency Plan information and procedures. The BEP provides critical information that each individual needs to be familiar with when there is an emergency in the building.
- **Purdue ALERT**--Attachment 5. Purdue ALERT is comprised of multilayered communications processes that formalize the University's emergency warning notification system.

Section 3: Purdue University Integrated Emergency Operations Plan

Concept of Operations:

The Director, Campus Emergency Preparedness and Planning, will spearhead the development, coordination, and revision of the plan. The integrated operations concept is designed to incorporate all areas of comprehensive emergency management—mitigation/prevention, preparedness, response, and recovery. The Purdue plan is also based on the “all-hazards” concept and plans for multiple natural disasters and human-caused events. The plan is flexible in that part of the plan or the entire plan may be activated based on the specific emergency and decision by University senior leadership.

Objectives:

The Plan’s critical goals are the preservation of life, the protection of property and continuity of academic and business operations. Our overall objectives are to provide strong leadership, effective management and quick response to all emergency incidents and events. Specifically this will include:

- Implement the NIMS Incident Command System.
 - Require all applicable personnel be trained on NIMS requirements.
 - Use on-scene command incident management for all emergencies.
 - Develop and maintain succinct and useful standard operating procedures (SOPs) and checklists to respond to emergencies.
- Develop and maintain strong mutual aid agreements with local agencies.
- Partner with local, state, and federal agencies and appropriate private sector organizations.
- Develop and implement effective emergency warning systems for internal and external stakeholders.
 - Educate stakeholders on warning systems and overall emergency plan.
- Revise the plan as needed (normally an annual review) to ensure current guidelines and policies (internal/external) are incorporated.
- Periodically, exercise the plan to ensure its effectiveness and change as needed.
- Collect, evaluate and disseminate damage information as quickly as possible to restore essential services as soon as possible.

Emergency Levels:

At Purdue University, emergency incidents are classified according to their severity and potential impact so that emergency response operations can be calibrated for actual conditions.

- **LEVEL 1: A major disaster or imminent threat involving the entire campus and/or surrounding community.** Immediate notification mandatory. Normal University operations are reduced or suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires

University-wide cooperation and extensive coordination with external agencies and jurisdictions.

Level 1 incidents will normally require activation of the University Integrated Emergency Operations Plan and the EOC.

Examples: Major tornado, multi-structure fire or major explosion, major hazardous materials release, major earthquake, or a terrorism incident.

- **LEVEL 2: A major incident or potential threat that disrupts sizable portions of the campus community.** Timeliness of notification determined by IC or designated official—immediate or as time permits. Level 2 emergencies may require assistance from external organizations. These events may escalate quickly and have serious consequences for mission-critical functions, or may threaten life safety.

Level 2 incidents may require activation of the University Integrated Emergency Operations Plan and the EOC.

Examples: Structure fire, structural collapse, significant hazardous materials release, extensive power or utility outage, severe flooding, multi-fatality incident, or an external emergency that may affect University personnel or operations.

- **LEVEL 3: A minor, localized department or building incident that is quickly resolved with existing University resources or limited outside help.** Warning notification as time permits—types determined by Incident Commander (IC) or designated official. A Level 3 emergency has little or no impact on personnel or normal operations outside the locally affected area.

Level 3 incidents do not require activation of the University Integrated Emergency Operations Plan or the EOC. Impacted personnel or departments coordinate directly with the departments of Environmental Health and Public Safety, or Physical Facilities to resolve Level 3 conditions.

Examples: Odor complaint, localized chemical spill, small fire, localized power failure, plumbing failure or water leak, normal fire and police calls.

The Incident Commander (normally the PUPD/FD Chief) will recommend an Emergency Level designation to the EOC Director (Senior Director Environmental Health & Public Safety). Final designation of a major incident's emergency level is made by the EOC Director, or designee, with notification to the President and/or Executive Vice President and Treasurer or Provost, as applicable (notification normally takes place through University Relations internal procedures.) The designated response level for an incident may change as conditions intensify or ease. Campus suspension of operations/closures decisions will be directed by the President/Executive Leadership Policy Group. Execution of the suspension/closure order will normally be worked through the EOC.

Plan Activation:

The plan is activated whenever an emergency condition exists in which normal operations cannot be performed and immediate action is required. In any emergency situation, Purdue University's immediate goals are to:

- Protect life safety.
- Secure critical infrastructure and facilities.
- Provide essential services.
- Activate and staff the Emergency Operations Center, as required.
- Return University to normal operating status as soon as possible.

Response Priorities

Purdue University must be prepared for emergencies and to respond to all emergencies in a safe and timely manner. General emergency response priorities follow from the above goals. University personnel and equipment will be used to provide priority protection for:

- **Priority 1:** Life Safety—protect and save the life of faculty, staff, students, and visitors of the University.
- **Priority 2:** Preservation of University property and structures.
- **Priority 3:** Restoration of academic programs and general University operations.

Additionally, response will be conducted in an aggressive but safe manner and will normally be conducted in the priority categories listed below. Naturally, the contextual characteristics of a particular emergency (such as the time and day when an incident occurs) may require some adjustments.

1. Buildings used by dependent populations
 - a. Residential facilities
 - b. Occupied classrooms, auditoriums, work areas
 - c. Occupied arenas, special event venues
2. Buildings critical to health and safety
 - a. Potential shelters, food supplies
 - b. Sites containing potential hazards
3. Facilities that sustain the emergency response and recovery
 - a. Energy systems
 - b. Computer installations
 - c. Communications services
 - d. Transportation systems
4. Research and classroom facilities and buildings
5. Administrative buildings

Emergency Procedures

Purdue's Emergency Procedures Handbook will be referenced for all emergencies. **Refer to Attachment 2 for specific procedures.** Emergency response focuses on two basic and immediate warning notifications:

- **Fire Alarms** mean to immediately “**evacuate**” the building and proceed to your Emergency Assembly Area.
- **All Hazards Emergency Warning Sirens** mean to immediately seek shelter (**Shelter in Place**) in a safe location within closest facility/building.
 - “Shelter in place” means seeking immediate shelter inside a building or University residence. This course of action may need to be taken during a tornado, earthquake, release of hazardous materials in the outside air, or a civil disturbance. When you hear the sirens immediately go inside a building to a safe location and use all/any communication means available to find out more details about the emergency. Remain in place until police, fire, or other emergency response personnel provide additional guidance or tell you it is safe to leave.

Additional warning notifications will follow using Purdue ALERT (see Attachment 5).

Emergency Authority:

The Senior Director of Environmental Health and Public Safety shall be responsible for the operational direction of the response, and serves as the Emergency Operations Center (EOC) Director. The EOC Director shall be responsible for coordination and liaison with the President and/or the Executive Vice President and Treasurer/Provost, as applicable.

In the absence of the Senior Director of Environmental Health and Public Safety a backup will be designated to serve as EOC Director. Normally this backup EOC Director will be:

- Senior Director of Buildings and Grounds
- Director, Radiological and Environmental Management (REM)

The EOC Director determines whether to activate the IEOP and EOC. The EOC Director's Support Team, drawn from University departments, will be convened by the EOC Director to coordinate the campus response to Level 1 or 2 emergencies, as needed. Appropriate members will be contacted by Purdue Dispatch Center personnel, and directed to report to the Emergency Operations Center. The mission of the Support Team is to provide direction on how the emergency impacts the University and the likelihood that the emergency will escalate. Their primary responsibilities are to:

- Determine the scope and impact of the incident.
- Ensure that appropriate emergency notifications are made.
- Prioritize emergency actions.

- Deploy resources and equipment.
- Communicate information and instructions.
- Monitor and re-evaluate conditions.

The Support Team coordinates essential services and provides their expertise based on the specific incident or event to the EOC. Members are designated in the EOC Handbook (attachment 3).

Normally the Support Team convenes at the EOC, but may conduct business by phone, if appropriate.

Section 4: Phases of Emergency Management

Purdue University follows the Federal Emergency Management Agency's (FEMA) "Comprehensive Emergency Management Program Model," which addresses four phases of emergency management:

- Mitigation/Prevention
- Preparedness
- Response
- Recovery

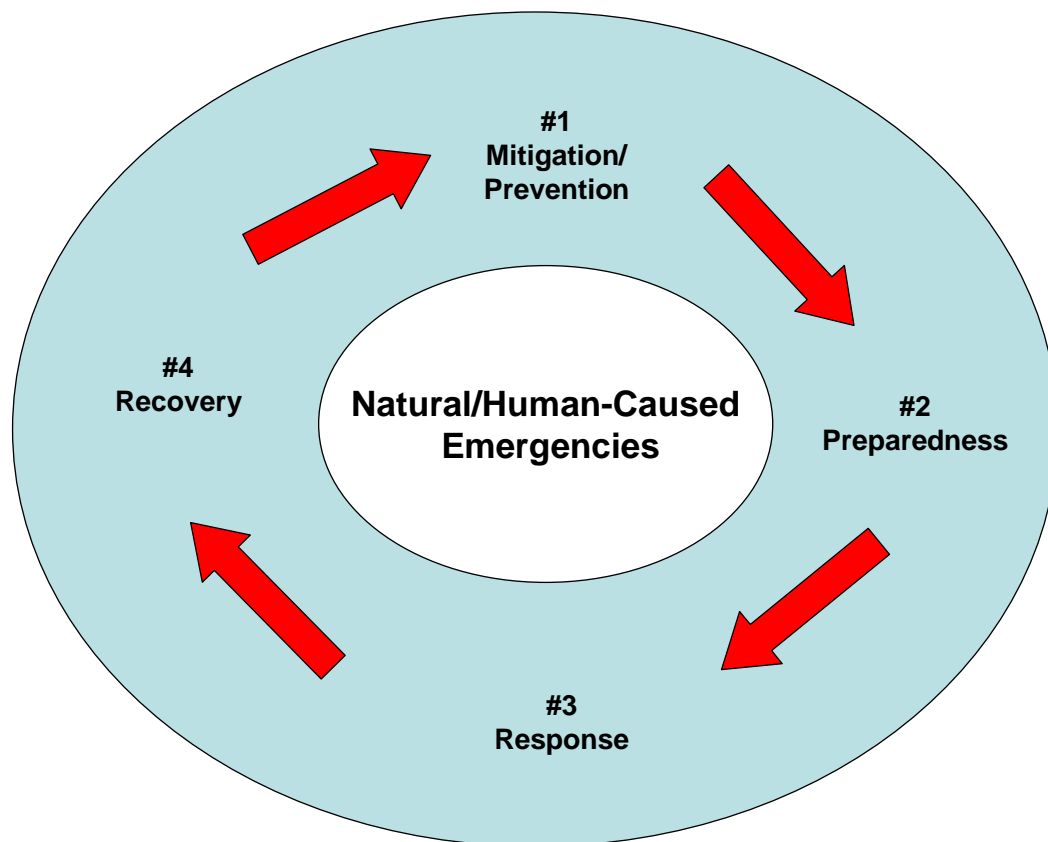


Figure 2

Mitigation/Prevention

Purdue University will conduct mitigation/prevention activities as an integral part of the emergency management program. Mitigation/prevention is intended to eliminate hazards and vulnerabilities, reduce the probability of hazards and vulnerabilities causing an emergency situation, or lessen the consequences of unavoidable hazards and vulnerabilities. Mitigation/prevention should be a pre-disaster activity, although

mitigation/prevention may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Among the mitigation/prevention activities included in the emergency operations program are strengthening facilities and the campus against potential hazards through ongoing activities and actions to eliminate or reduce the chance of occurrence or the effects of a disaster. Physical Facilities staff works closely with the University's insurance carrier to provide mitigation to facilities.

- Examples of mitigation/prevention activities include hazard identification and elimination, communicating "emergency preparedness" information, and establishing emergency preparedness training programs.

Preparedness

Preparedness activities will be conducted to develop the response capabilities needed in the event an emergency. Anticipating what can go wrong, determining effective responses and developing preparation of resources are critical steps in preparing for the "unexpected." Among the preparedness activities included in the emergency operations program are:

- Providing emergency equipment and facilities.
- Emergency planning, including maintaining this plan and attachments.
 - Maintaining/revising the Emergency Procedures Handbook, Emergency Operations Center Handbook, and the Building Emergency Plan template.
- Involving emergency responders, emergency management personnel, other local officials, and volunteer groups who assist Purdue University during emergencies in training opportunities.
- Conducting periodic exercises to test emergency plans and training.
- Completing a "Hotwash" and an After Action Review after exercises and actual emergencies to provide the basis for continuous improvement of the IEOP.
- Revising the IEOP as necessary.

Response

Purdue University will respond to emergency situations effectively and efficiently. The focus of this plan and its attachments is on planning for the response to emergencies. Response operations are intended to resolve an emergency situation quickly, while minimizing casualties and property damage. Response departments (such as PUPD or PUFDD) will develop and maintain standard operating procedures (SOPs) to effectively react to emergencies. Department SOPs are not maintained in the IEOP.

- Examples of response strategies include providing the Purdue community with response guidelines (Emergency Procedures Handbook), warning the campus of a pending or potential emergency (Purdue ALERT), and the use of the Incident Command System (ICS), including the Emergency Operations Center (EOC), during an emergency.

Recovery

If a disaster occurs, Purdue University will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to the University and provide for the basic needs of the staff and students. Long-term recovery focuses on restoring the University to normal operations. While the federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance, the university must be prepared to provide quick recovery to normal business operations. The recovery process includes assistance to students, families and staff.

- Examples of recovery programs include an on-line faculty resources site (academic recovery planning), Purdue's Disaster Recovery Planning Committee (business recovery planning), temporary relocation of classes, restoration of University services, debris removal, restoration of utilities, restoration of telecommunications and information technology resources, submitting requests for reimbursement through state or federal programs, and reconstruction of damaged facilities.

Section 5: National Incident Management System

Purdue University has adopted the National Incident Management System (NIMS) which includes the Incident Command System (ICS)...a standardized, on-scene, all-hazard incident and resource management concept. NIMS is a comprehensive, national approach to incident management that is applicable to all jurisdictional levels and across functional disciplines. The intent of NIMS is to be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity. Additionally, NIMS is designed to improve coordination and cooperation between public and private entities in domestic management activities. Response actions will be based on the ICS system. All Purdue First Responders comply with NIMS training requirements.

Incident Command System:

The Incident Command System (ICS) is a field emergency management system designed for all hazards and levels of emergency response. It allows Purdue University to communicate and coordinate response actions with other jurisdictions or external emergency response agencies through a standardized organizational structure of facilities, equipment, personnel, procedures and communication. ICS is characterized by:

- Common terminology to define organizational functions, incident facilities, resource descriptions, and position titles.
- Modular organization based on the size and complexity of the incident.
- Reliance on an Incident Action Plan that contains strategies to meet objectives at both the field response and Emergency Operations Center (EOC) levels.
- Chain of command and unity of command. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.
- Unified command in incidents involving multiple departments or jurisdictions so organizational elements are linked to form a single structure with appropriate control limits.
- Manageable span of control for those supervising or managing others.
- Predesignated incident locations and facilities such as the Emergency Operations Center.
- Comprehensive resource management for coordinating and recording resources.
- Information and intelligence management.
- Integrated communication systems ensuring interoperable communication processes.

Incident Command System (ICS) Model "Emergency Operations"

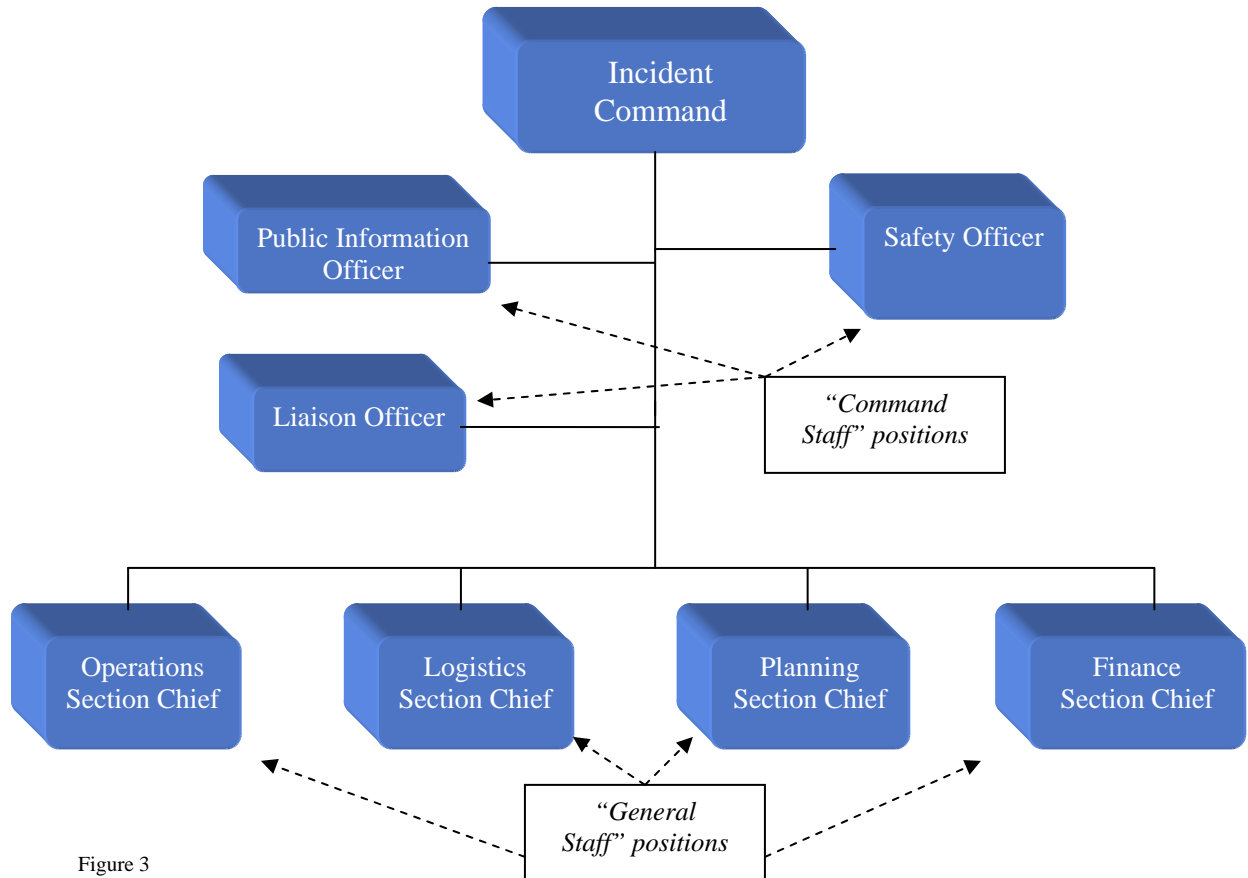


Figure 3

Figure 3 depicts a basic Incident Command System (ICS) structure for managing a response. There are three functional areas in the ICS structure: Incident Commander (IC), Command Staff, and General Staff. The Incident Commander is the head of the Command Staff and General Staff and is responsible for emergency response activities and efforts.

- Incident Commander (IC)
 - Manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment.
 - Serves as the authority for all emergency response efforts and supervisor to the Public Information Officer (PIO), Liaison Officer, Safety Officer,

- Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance & Administration Section Chief.
 - May serve as any or all of the positions in the Command and General Staff depending on the complexity of the event.
- Command Staff
- Report directly to the Incident Commander.
 - Public Information Officer is responsible for relaying incident related information to the public and media and with other agencies.
 - Liaison Officer is responsible for coordinating with external partners, such as the city, state, federal agencies, and public and private resource groups, as well as internal university groups
 - Safety Officer monitors, evaluates and recommends procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel.
- General Staff
- Comprised of four sections: Operations, Planning, Logistics and Finance and Administration.
 - Each section is headed by a Section Chief and can be expanded to meet the resources and needs of the response.
 - Section Chiefs report directly to the Incident Commander.
 - Operations Section is responsible for managing all incident specific operations of an emergency response.
 - Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort.
 - Also responsible for the development, maintenance and distribution of the Incident Action Plan (IAP).
 - Logistics Section is responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g. personnel call-out, equipment acquisition, lodging, transportation, food, etc.).
 - Finance & Administration Section is responsible for purchasing, and cost accountability relating to the response effort. This section documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting, and develops FEMA documentation.

Purdue's Integrated Incident Command System

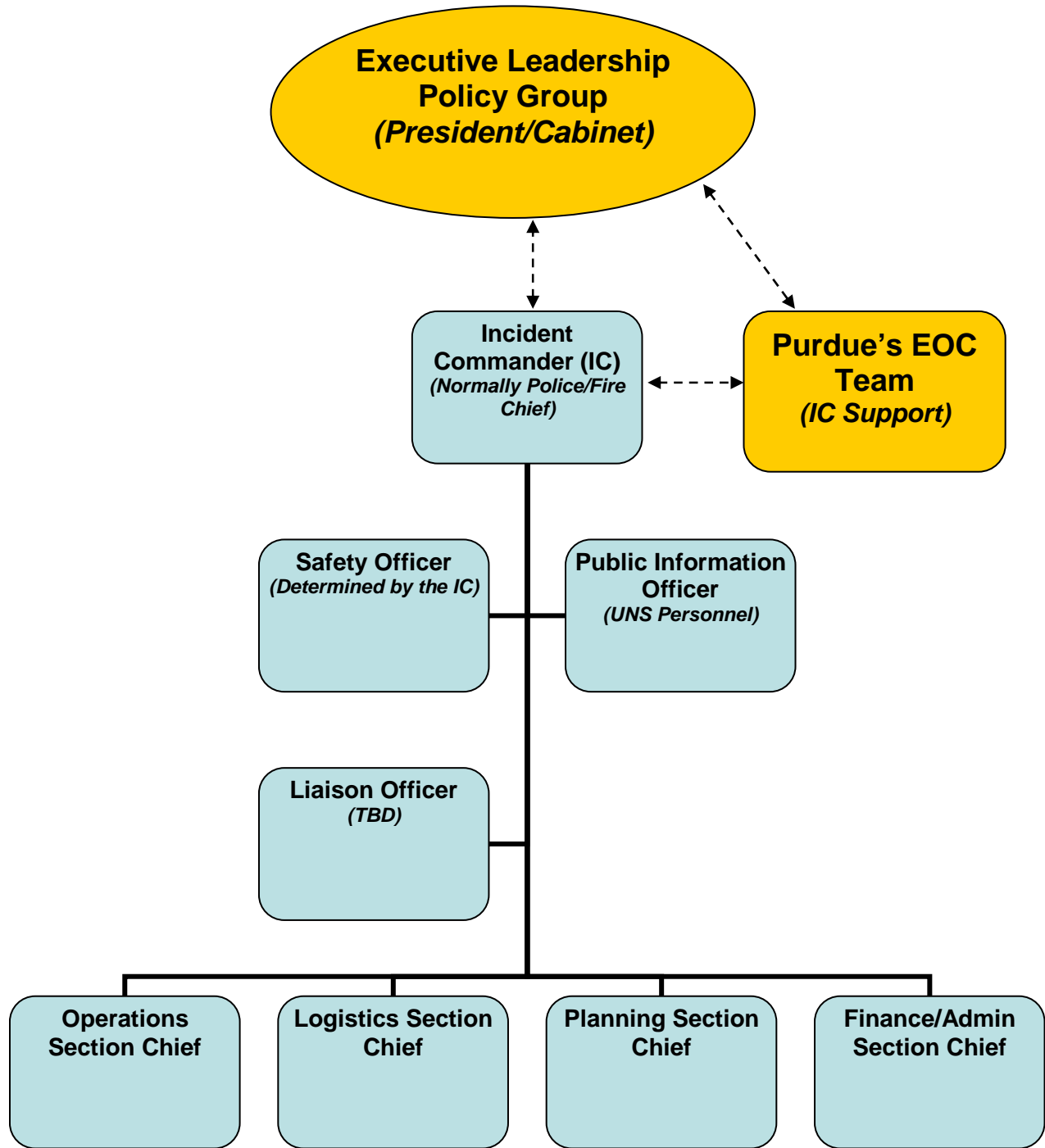


Figure 4

Purdue University's IEOP mirrors the ICS system. Incident command will always be used and the ICS will expand for level 1 or 2 incidents, as needed. If the Incident Commander (IC) requires assistance in managing the incident, he/she will request that the EOC Director activate the Emergency Operations Center (EOC). If the EOC is activated the IC will inform the EOC Director of the ICP location. See figure 4 for Purdue's Integrated Incident Command System.

- Purdue University Incident Commander (PUIC)
 - PUIC will normally be the PUPD or PUFD Chief, or designated representative.
 - Manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment.
 - Will normally decide when Purdue Alert activation is required to warn faculty, staff, and students of an emergency.
 - Will decide when the incident needs to be expanded to include a Public Information Officer (PIO), Liaison Officer, Safety Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance & Administration Section Chief, as applicable.
 - May serve as any or all of the positions in the Command and General Staff depending on the complexity of the event.
 - May also direct a staging area to be set up to support the incident operation. The staging area will be coordinated with the EOC Director and the location communicated to all responders and other individuals involved with the incident

- Establishing Incident Command
 - Incident command is established each time a first responder responds to an incident.
 - If the incident is deemed a Level 1 or 2 emergency (see definitions on page 13-14), command may be transferred to a higher ranking University official.
 - Decision to transfer command normally originates from the Purdue University Police /Fire Chiefs or the Emergency Operations Center Director.
 - PUPD and PUFD, as applicable, will determine the need to:
 - Establish an Incident Command Post
 - Establish scene security
 - Establish appropriate scene perimeters
 - Order an evacuation
 - Provide for detainee transportation, processing, and confinement (PUPD)
 - Direct and control traffic
 - Conduct post-incident demobilization/investigation
 - The Mobile Command Post may be used as the ICP for extended incidents.

- Purdue University Command Staff
 - Will be selected or requested by the PUIC based on the event or incident.
 - Will report directly to the PUIC.

- Public Information Officer will normally be a representative from University News Service and is responsible for relaying incident related information to the public and media and with other agencies.
 - Liaison Officer is responsible for coordinating with external partners, such as Tippecanoe County Emergency Management Agency, local police and fire departments, other city, state, federal agencies, and internal university departments.
 - PUPD/FD Chief or Senior Director Environmental Health and Public Safety will normally select the Liaison Officer.
 - Safety Officer will normally be a member of the PUPD or FD and will be appointed as needed. He/she is responsible for the health and safety of emergency responder personnel.
- Purdue University General Staff
- May be comprised of four sections: Operations, Planning, Logistics and Finance and Administration based on the emergency.
 - PUIC will activate the section and select a Section Chief based on the emergency. The sections will be expanded to meet the resources and needs of the response.
 - Section Chiefs report directly to the PUIC.
 - Operations Section is responsible for managing all incident specific operations of an emergency response to include management of all tactical operations directly related to the primary mission. Other considerations are:
 - Establish scene security
 - Establish appropriate scene perimeters
 - Order an evacuation
 - Provide for detainee transportation, processing, and confinement (PUPD)
 - Direct and control traffic
 - Conduct post-incident demobilization/investigation
 - Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. Also responsible for:
 - Development, maintenance and distribution of the Incident Action Plan (IAP).
 - Gathering and disseminating information and intelligence.
 - Consult the Purdue University Police Representative in the Indiana State Police Fusion Center as needed.
 - Planning the post-incident demobilization.
 - Logistics Section is responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response. The Logistics Section Chief will address the following as needed:
 - Communications
 - Transportation
 - Medical Support
 - Supplies

- Specialized team and equipment needs
- Finance & Administration Section is responsible for purchasing, and cost accountability relating to the response effort. The Finance/Administrative Section Chief will address the following as needed:
 - Recording personal time
 - Procuring additional resources
 - Recording expenses
 - Documenting injuries and liability issues

Unified Command System:

Unified Command is a collaborative team-effort process that allows all agencies with responsibility for an incident to establish a common set of incident objectives. The objectives are accomplished without losing or abdicating agency authority, responsibility, or accountability.

The Incident Commanders within Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the Incident Commanders within the Unified Command. The exact composition of the Unified Command structure will depend on the location(s) of the incident and the type of incident. NIMS encourages the use of Unified Command and states: *“As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.”*

- Unified Command:
 - May be required in multi-jurisdictional or multi-agency incident management situations.
 - Provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.
 - Is established when more than one agency within the incident jurisdiction are working together to respond to an incident.
 - Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
 - Allows Incident Commanders to make joint decisions by establishing a single command structure.

The Purdue IEOP embraces the “Unified Command System” concept. If a level 1 or 2 incident strikes the campus first responders from multiple agencies will respond to the incident scene. The Unified Command structure will be used to respond to the incident. Figure 5 depicts a traditional Unified Command structure.

Purdue's Unified Command System

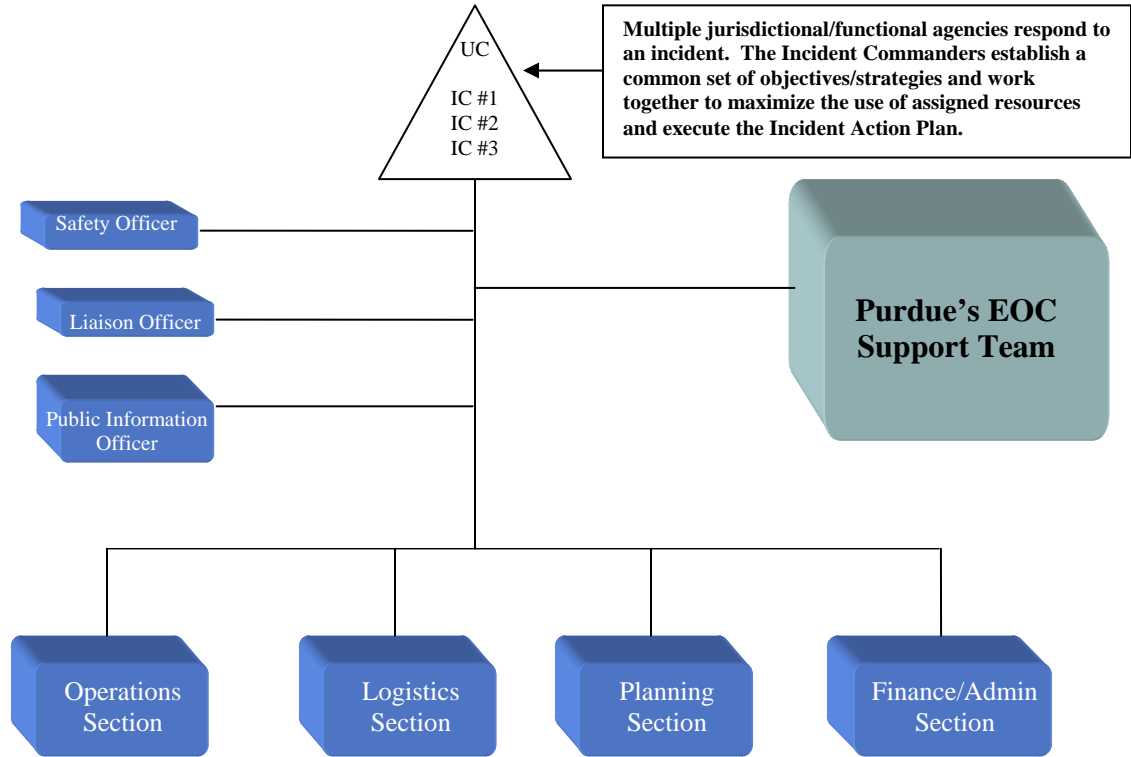


Figure 5

Section 6: Emergency Operations Center (EOC)

Purpose

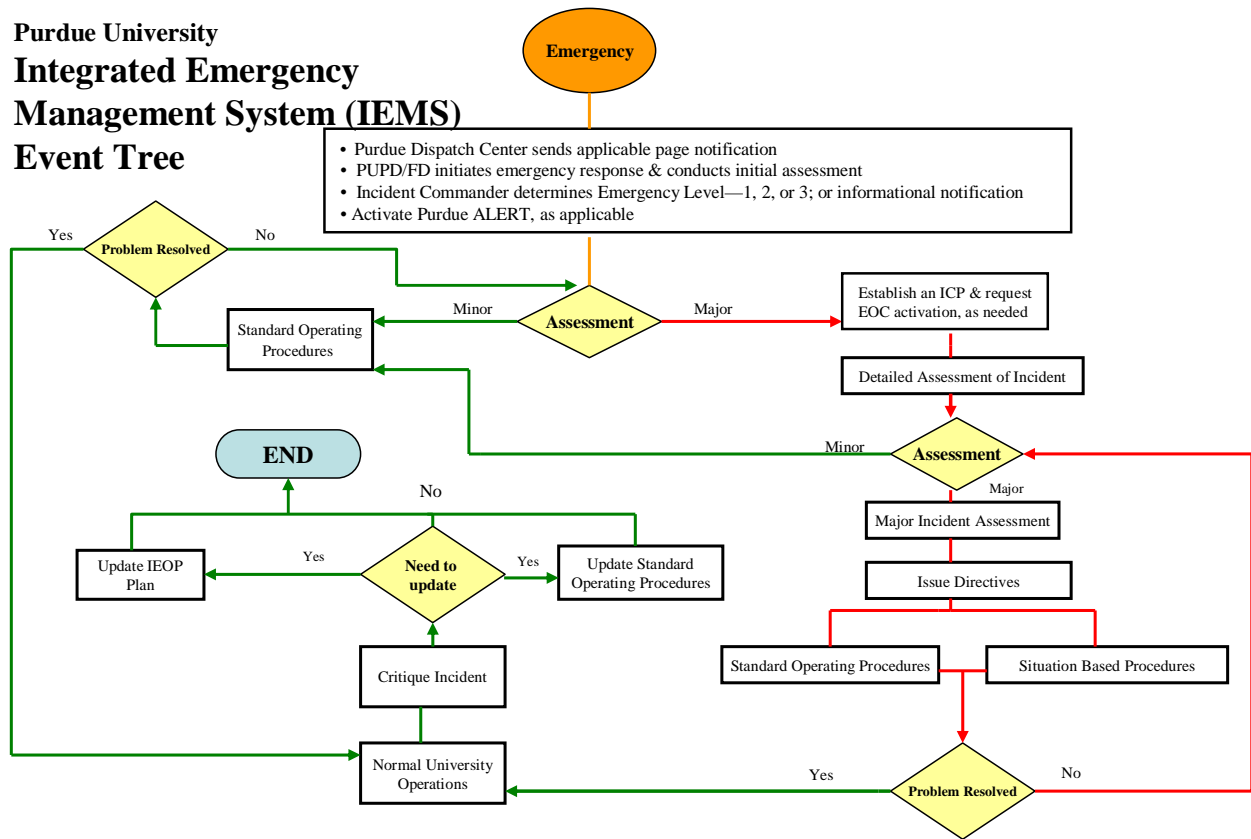
The purpose of the EOC is to serve as the single focal point and command center for the management of information, decision-making, and resource support and allocation in an emergency and recovery process and sharing of this information with the University President, or designee. The primary functions of the EOC are to:

- Provide support to Incident Commander.
- Determine policy directions as needed.
- Provide resources needed by the campus.
- Provide direction and support to field activities.
- Deal with issues that are beyond resolution in the field.
- Provide “one voice” in communicating emergency information to the public (normally University Relations personnel fills this role).

EOC Activation

When an emergency occurs, the Senior Director Environmental Health & Public Safety, or designated representative, will determine if the EOC is to be activated and, if activated, which positions will be staffed for the emergency response. **Refer to the EOC Handbook (attachment 3) for specific procedures.** Figure 6 is used to determine EOC activation. The normal activation flow will be:

**Purdue University
Integrated Emergency
Management System (IEMS)
Event Tree**



Section 7: Post-Incident, Exercises and Training

Post-Incident or Event

The Director, Emergency Preparedness and Planning will schedule an After Action Review (AAR) after a major incident or event. The AAR meeting will be scheduled as soon as possible after the incident or event and include all appropriate participants. The AAR meeting will focus on any lessons learned and will be followed up by a written report. If appropriate, an improvement plan will be included in the written report.

Exercises

Exercises and drills are a vital part of Purdue's IEOP. The Director, Campus Emergency Preparedness and Planning will normally conduct two table top exercises and one full scale drill annually. The exercises will be offered to departments and senior leadership, as requested. Additionally, local response agencies will be included in the exercises as available/interested. Building deputies (for major buildings) should also exercise their Building Emergency Plan once per year (see BEP, attachment 4, for more information).

Training

All University departments should ensure their employees are trained on the IEOP. This awareness training can be accomplished in training sessions, staff meetings, computer based training, or through any other program deemed appropriate by the department head. The Director, Campus Emergency Preparedness and Planning will assist as needed.

National Incident Management System (NIMS) Compliance Training

Introduction

NIMS is the first-ever standardized approach to incident management and response. It establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations. NIMS also integrates effective practices in emergency response into a comprehensive national framework for incident management. Additionally, it enables responders at all levels to work together more effectively and efficiently to manage domestic incidents no matter what the cause, size or complexity, including catastrophic acts of terrorism and disasters. Federal agencies are required to use the NIMS framework in domestic incident management and in support of state and local incident response and recovery activities. It is critical NIMS baseline training becomes an integral part of the organization's training program.

Purdue University is a small community with over 50,000 people working in over 350 buildings located on approximately 2500 acres. The University provides police, fire,

emergency medical services and hazardous material response to the University and local communities (through mutual aid agreements.) Therefore, it is critical that University first responders and select administrative staff comply with NIMS training.

Background

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)-5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5:

“This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.”

The Presidential Directive requires all Federal departments and agencies to adopt the NIMS within their departments and agencies. Additionally, all Federal departments and agencies must use the NIMS in their domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities to include actions taken in support of the state and local entities.

College and University Requirements

On August 30, 2006, the NIMS Integration Center, established by the Secretary of Homeland Security to provide oversight of NIMS requirements, issued an interpretation to the University of Texas at Dallas establishing the following NIMS training requirements:

“Colleges and universities are not traditional first response organizations; however they are important components of the communities in which they are located. The NIMS Integration Center highly recommends NIMS compliance at the community level, including NIMS and ICS training, exercises and evaluation. All educational institutions should be involved in a community's emergency planning process. And those persons with emergency responsibilities at the university should work with the community's emergency response community and be knowledgeable about NIMS and ICS. However, universities and colleges that do receive federal preparedness grants and do have law enforcement/police components; must train those personnel that would play a direct role in an emergency response with other emergency services organizations in NIMS. It would be useful for all staff and teachers likely to be involved in emergency activities should the need arise, to take the IS-700 NIMS introductory course, including those districts that do not receive preparedness funding at this time.”

According to the NIMS Integration Center, the required training for personnel is based on an individual's level of responsibility during an emergency response scenario. Listed below are the training requirements per level of responsibility:

Optional Training: Awareness Training (Level 0)

- FEMA IS-700: NIMS, An Introduction
 - Awareness training will be given to selected personnel based on their possible involvement with emergency operations.

Required Training: Entry Level (Level 1)

- FEMA IS-700: NIMS, An Introduction
- ICS-100: Introduction to ICS or equivalent
 - Entry level first responders and disaster workers to include emergency medical service personnel, firefighters, hospital staff, law enforcement personnel, public health personnel, public works/utility personnel, skilled support personnel, other emergency management response, support, volunteer personnel at all levels
 - For Universities: all law enforcement officers, firefighters, emergency medical technicians, paramedics, emergency management team members, and other first responders; consider public works employees, skilled technical assistants, support personnel and volunteers as needed.

Required Training: First Line, Single Resource, Field Supervisors (Level 2)

- FEMA IS-700: NIMS, An Introduction
- ICS-100: Introduction to ICS or equivalent
- ICS-200: Basic ICS or equivalent
 - First line supervisors, single resource leaders, field supervisors, other emergency management/response personnel that require a higher level of ICS/NIMS training.
 - For Universities: all law enforcement officers, firefighters, emergency medical technicians, paramedics, emergency management team members, and other first responders; consider public works employees, skilled technical assistants, support personnel and volunteers (as needed) that require a higher level of ICS/NIMS training.

Required Training: Middle Management (Level 3)

- FEMA IS-700: NIMS, An Introduction
- FEMA IS-800: National Response Plan, An Introduction
- ICS-100: Introduction to ICS or equivalent
- ICS-200: Basic ICS or equivalent
- ICS-300: Intermediate ICS or equivalent (FY07 Requirement)

- Strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors, emergency operations center and multi-agency coordination system staff.
 - For Universities: All law enforcement/firefighter leadership and EOC staff; consider directors, supervisors, managers, and team leaders with designated roles /responsibilities during an emergency.

Required Training: Command and General Staff (Level 4)

- FEMA IS-700: NIMS, An Introduction
- FEMA IS-800: National Response Plan, An Introduction
- ICS-100: Introduction to ICS or equivalent
- ICS-200: Basic ICS or equivalent
- ICS-300: Intermediate ICS or equivalent (FY07 Requirement)
- ICS-400: Advanced ICS or equivalent (FY08 Requirement)
- Select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers, emergency operations center and multi-agency coordination system managers.
 - For Universities: All law enforcement/firefighter senior leadership and EOC managers; consider administrators, public information officers, inter-agency liaisons, and select department heads with multi-agency coordination responsibilities.

Course #	Title	Hours	Online?	Level 0	Level 1	Level 2	Level 3	Level 4
100	Intro to Incident Command	3.0	Yes		X	X	X	X
200	Basic ICS	3.0	Yes			X	X	X
300	Intermediate ICS	24.0	No				X	X
400	Advanced ICS	16.0	No					X
700	Intro to NIMS	2.0	Yes	X	X	X	X	X
800	Intro to National Response Framework	2.0	Yes				X	X

Therefore, Purdue University Emergency Preparedness and Planning Office recommends the following training for Purdue University employees:

Department/Division	Personnel to be Trained	Training Level (See Above)
Emergency Preparedness & Planning Office	<ul style="list-style-type: none"> • Director 	<ul style="list-style-type: none"> • Level 4
Police Department	<ul style="list-style-type: none"> • Patrol Officers and Detectives • Lieutenants & Sergeants • Chief & Captains 	<ul style="list-style-type: none"> • Level 2 • Level 3 • Level 4
Fire Department	<ul style="list-style-type: none"> • Firefighters • Captains • Chief & Asst. Chiefs 	<ul style="list-style-type: none"> • Level 2 • Level 3 • Level 4
Physical Facilities	<ul style="list-style-type: none"> • Vice President 	<ul style="list-style-type: none"> • Level 1
Environment Health & Public Safety	<ul style="list-style-type: none"> • Senior Director 	<ul style="list-style-type: none"> • Level 4
Radiological and Environmental Management (REM)	<ul style="list-style-type: none"> • Director • Asst. Director • Hazardous Materials Manager • Environmental Health Officer • Construction Health & Safety Manager • Senior Industrial Hygienist • Environmental Regulatory Advisor • Technicians 	<ul style="list-style-type: none"> • Level 4 • Level 4 • Level 2 • Level 1 • Level 1 • Level 1 • Level 0 • Level 1
University Parking Office	<ul style="list-style-type: none"> • Director 	<ul style="list-style-type: none"> • Level 1
Fire Protection & Special Services	<ul style="list-style-type: none"> • Director • Assistant Fire Protection Engineer • Fire Safety Specialist 	<ul style="list-style-type: none"> • Level 3 • Level 2 • Level 2
Buildings & Grounds	<ul style="list-style-type: none"> • Senior Director • Director, Building Services • Director, Grounds • Director, Building Operations & Energy Management • Director, Central Shops & Project Work • O&M General Managers (3) • Building Services General Mgrs (3) • Grounds Supervisors (4) • B&G Supervisors (40+) 	<ul style="list-style-type: none"> • Level 4 • Level 3 • Level 3 • Level 3 • Level 3 • Level 2 • Level 2 • Level 2 • Level 1
Administrative Support and Auxiliary Services	<ul style="list-style-type: none"> • Senior Director 	<ul style="list-style-type: none"> • Level 4

	<ul style="list-style-type: none"> • Others--TBD 	<ul style="list-style-type: none"> • TBD
Engineering, Utilities & Construction	<ul style="list-style-type: none"> • Senior Director • Utilities Director • Construction Superintendent 	<ul style="list-style-type: none"> • Level 4 • Level 4 • Level 2
Information Technology	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD
Transportation	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Level 1
Residence Halls	<ul style="list-style-type: none"> • Executive Director 	<ul style="list-style-type: none"> • Level 4
Food Services/other HFS personnel as determined by Exec Director	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Level 0
Risk Management	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Level 0
University Relations	<ul style="list-style-type: none"> • Vice President • University News Director • Asst. Director 	<ul style="list-style-type: none"> • Level 1 • Level 4 • Level 3
University Student Health Department	<ul style="list-style-type: none"> • Director • Others--TBD 	<ul style="list-style-type: none"> • Level 1 • Level 1
VPs and Deans	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Level 0
Directors and Dept. Heads	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Level 0

Section 8: Plan Maintenance & Distribution

Plan Maintenance & Revisions:

The Purdue University Integrated Emergency Operations Plan is re-examined and amended as needed or at a minimum annually by the Campus Safety & Emergency Preparedness Committee, Environmental Health and Public Safety personnel, and the Vice President for Physical Facilities. The Committee provides general oversight for the entire planning process and meets to address emergency preparedness, response, and recovery issues. The plan also goes through continuous, ongoing changes based on the results of actual events, post-exercise drills and activities, and input from units and departments tasked in this plan. The plan will be updated based on these inputs.

Plan Distribution List

Location	# of Plans
Master Binder—Campus Emergency Preparedness Office...TERY	1
President's Office	1
EVPT's Office	1
Provost's Office	1
Police Department...TERY	2
Fire Department...DMNT	4
EHPS...LMSB	1
Primary Emergency Operations Center...Terry Conference Room	8
Secondary Emergency Operations Center...Telecommunication Building Training Room	2
Mobile Command Center	1

Section 9: Attachments

Attachment 1 – Campus Emergency Preparedness and Planning Strategic Plan

Attachment 2 – Emergency Procedures Handbook (EPH)

Attachment 3 – Emergency Operations Center (EOC) Handbook

Attachment 4 – Building Emergency Plan (BEP) Template

Attachment 5 – Purdue ALERT

Attachment 6 – Special Event planning

Attachment 7 – Policies

Attachment 8 – Abbreviations