



**EMERGENCY PREPAREDNESS AND
PLANNING OFFICE**

2009 STRATEGIC PLAN

Revised January 26, 2009

BACKGROUND

Purdue University is located in Tippecanoe County, Indiana, approximately 60 miles northwest of downtown Indianapolis, and 90 miles southeast of Chicago. The University's main campus is comprised of nearly 400 buildings on 2,500 acres, with an average daily population of 40,000 students and 15,000 faculty and staff. The Purdue West Lafayette campus currently offers 7,400 courses in more than 500 undergraduate majors and specializations.

Purdue has a myriad of expertise from theoretical to tactical exercise training in emergency preparedness and has many emergency management strengths including: (i) a full-time emergency preparedness and planning director; (ii) a fully sworn police agency vested with arrest powers by the state of Indiana and the Board of Trustees of Purdue University, with patrol and investigations divisions; (iii) a university fire department comprised of 29 Firefighter/emergency medical technicians and Firefighter Paramedics, which provides full airport firefighting response, hazardous materials response, fire response, and Advanced Life Support transport ambulance services for the Purdue community and as needed through mutual aid; (iv) generic mutual aid agreements with five law enforcement agencies and more than 40 fire departments as well as statewide mutual aid agreements with more than 850 fire departments and over 250 significant law enforcement departments; and (v) a well-established partnership with the Indiana Intelligence Fusion Center, which is dedicated to collecting, analyzing, and disseminating intelligence information regarding criminal and terrorist activity in the State of Indiana.

The Purdue Homeland Security Institute (PHSI) was created after September 11, 2001 with the mission of coordinating the research and education on Purdue's campus to improve our nation's public safety. PHSI and Purdue University Emergency Preparedness Office have established a robust partnership in emergency management culminating in the recent award of the Department of Education Emergency Management in Higher Education (EMHE) grant.

Although Purdue University has extensive capabilities, the recent emergency incidents throughout the nation have demonstrated serious areas of concern and require review/improvement in university emergency preparedness plans. Purdue has developed an all hazards emergency operations plan. However, as part of the 18 month EMHE grant this plan will be reviewed and expanded.

The Purdue University Emergency Preparedness and Planning Office was established in December 2006. This office is a part of Environmental Health and Public Safety, which includes the university's emergency response departments – Purdue Police, Purdue Fire, and Radiological and Environmental Management. Emergency response plans have been developed and implemented, primarily on the Treasurer's part of the university organization. Historical events, from planning for Y2K to hurricane Katrina to the Virginia Tech tragedy have pushed the university toward a broader view of emergency planning. In response to these types of events, it was determined that emergency preparedness efforts should encompass the Provost's areas as well. This

plan describes our vision for University emergency preparedness and the roadmap to success.

Three basic questions were used in this plan's development.

- **Where are we?** A review of Purdue's emergency preparedness programs was conducted last year. Emergency preparedness is solidly established in Purdue's environment. Concentrated efforts were made to document existing procedures and develop new plans based on the *All Hazards* concept. This office will build upon this solid foundation and strive to be the focal point for future emergency preparedness program development and coordination efforts. Additionally, our plans and procedures must constantly be reviewed and revised due to evolving threats, both natural disasters and human-caused incidents.
- **Where do we want to be?** Our goal continues to be considered the benchmark for emergency preparedness programs...strive for "World Class" status.
- **How do we get there?** Through hard work and dedication, we can identify requirements and provide direction for short term and long term goal accomplishment. It is only through collaboration with the various departments at Purdue that we will be successful.

PURPOSE

The Emergency Preparedness and Planning Office mission is focused on supporting Purdue University and the Physical Facilities Department's mission and vision. This office will strive to:

- **Ensure the "Purdue family" is prepared for emergencies.** Knowing that people are our most important asset, we must lead the preparedness efforts of students, faculty, and staff. Since we are also good community neighbors, we will continue to partner with local, state, and federal agencies to assist in Purdue's preparedness. Teamwork will be critical to our success.
- **Provide strong and dedicated leadership to all areas of emergency preparedness.** Dedication, integrity, and a positive "can-do" attitude are critical attributes that will be exhibited to ensure mission accomplishment.
- **Establish communication channels that promote emergency preparedness.** For this program to be successful, we must establish or enhance effective communication channels that clearly state the critical nature of the emergency preparedness programs. This area is essential in satisfying our customer's needs as well as striving to have a prepared and safe environment.
- **Establish an environment of continuous improvement.** Through training, benchmarking, networking, and involvement, we will strive to stay ahead of the constant-changing emergency preparedness environment.

The Campus Emergency Preparedness Office strives to provide the training, procedures, and plans to allow individuals to develop procedures to protect themselves. Even though internal and external public safety personnel will immediately respond to emergencies, it is imperative that individuals think through how they will react to an emergency incident albeit an evacuation, shelter, or some other situation. The following is the Campus Emergency Preparedness Office's mission and vision.

MISSION

The Emergency Preparedness and Planning Office will lead Purdue's emergency preparedness efforts. This will include planning and training programs with the University community, and local, state, & federal emergency agencies

VISION

Provide "World Class" preparedness of the entire Purdue community through strong leadership, collaborations, effective communication, and continuous improvement.

PRIMARY GOALS:

1. Develop, review, and update University-wide emergency preparedness plans based on an integrated all hazards risk based approach of prevention/mitigation, preparedness, response and recovery.
2. Stay informed of federal, state, and local regulations and changes that affect emergency preparedness planning.
3. Build and expand emergency preparedness relationships with University departments and external national partnerships to include local, state, and federal agencies.
4. Promote campus understanding of the National Incident Management System and the use of Incident Command.
5. Enhance disaster preparedness capabilities through preparing, training, and exercising.

OBJECTIVES for PRIMARY GOAL #1 (*Develop, review, and update University-wide emergency preparedness plans based on an integrated all hazards risk based approach of prevention/mitigation, preparedness, response and recovery*):

- Based on the EMHE grant proposal, revise Purdue's Integrated Emergency Operations Plan (IEOP) to include:
 - Strive to meet the National Fire Protection Association (NFPA) 1600 standards on Disaster/Emergency Management and Business Continuation
 - Conduct a risk assessment
 - Develop prevention/mitigation strategies as needed
 - Pursue Storm Ready designation
 - Implement an annual hazard analysis review process
 - Develop a transportation plan for persons with disabilities
 - Develop an infectious disease plan
 - Develop a mental health plan
 - Develop a faculty, staff, and students emergency preparedness awareness training program
 - Implement a NIMS training program
 - Review/update and incorporate the following attachments into the revised plan
 - Emergency Procedures Handbook
 - Emergency Operations Center Handbook
 - Building Emergency Plan
 - Purdue ALERT Guidelines
- Promote the development of an "All Hazards" emergency plan concept for all departments
 - Focus on business continuity and disaster recovery requirements for academic and business departments
- Inspect primary and secondary "Emergency Operations Center " locations annually for operational and functional capabilities
 - Revise procedures as needed
 - Exercise each location at least one time per year
- Host the third annual Building Emergency Plan development summit to discuss the BEP process and solicit ways to improve it.
- Spearhead the development of a University Quick Reference Emergency Procedures Guide (flip booklet) that is based on the established Emergency Procedures Handbook

OBJECTIVES for PRIMARY GOAL #2 (*Stay informed of federal, state, and local regulations/changes that affect emergency preparedness planning*):

- Periodically review the Emergency Management Institute website for any applicable NIMS courses...complete as time permits.
- Coordinate with police and fire departments to ensure their personnel complete the appropriate NIMS courses

- Expand NIMS training to other designated University personnel based on FEMA's guidance and direction
- Pursue NIMS's Train the Trainer certification for Assistant Project Director
- Periodically review the FEMA/DHS websites for any additional training requirements
- Serve on University, local community, state and/or federal government committees (as required by Senior Director, Environmental Health and Public Safety) to develop/improve Purdue University emergency preparedness
- Partner with Purdue Homeland Security Institute, Tippecanoe Emergency Management Agency (TEMA) and other state/national emergency management offices to share resources and information that promotes emergency preparedness at Purdue University and the local community
- Stay informed of changes/activities through meetings, training sessions, formal/informal networks that can be used to improve emergency preparedness planning

OBJECTIVES for PRIMARY GOAL #3 (*Build and expand emergency preparedness relationships with University departments and external national partnerships to include local, state, and federal agencies.*)

- Partner and continue to develop points of contact within the university, local city/state agencies, and the Indiana Department of Homeland Defense that contributes to the Purdue's Emergency Preparedness & Planning Office's mission
 - Expand/develop relationships
 - Develop channels of communication to facilitate understanding of emergency preparedness
 - Benchmark other university programs to improve Purdue's emergency preparedness planning program
- Participate on the following committees:
 - EHPS Safety Committee
 - Physical Facilities Safety Committee
 - Big Ten & Friends Emergency Preparedness Group
 - University of Louisville Emergency Management Round Table
 - George Washington University Emergency Management Seminar
 - Purdue Extension Emergency Management Education Team
 - Tippecanoe County Local Emergency Planning Committee
 - Indiana (state-wide) Campus Safety and Emergency Preparedness Group
 - Campus Safety and Emergency Preparedness Committee
 - International Association of Emergency Managers (IAEM) University & Colleges Committee
- Continue membership in IAEM organization

OBJECTIVES for PRIMARY GOAL #4 (*Promote campus understanding of the National Incident Management System and the use of Incident Command*):

- Promote a proactive approach in using the Incident Command System and incident command training
- Conduct a Case Study Review of recent nation-wide incidents with Public Safety/University personnel
- Track completion of NIMS training courses
- Maintain the NIMS Training Verification Binder

OBJECTIVES for PRIMARY GOAL #5 (*Enhance disaster preparedness capabilities through preparing, training, and exercising*):

- Design and administer emergency preparedness awareness presentations across the university to inform people on emergency preparedness programs and how to effectively plan and prepare for major emergencies
- Focus on programs or areas such as:
 - Summer Transition, Advising and Registration (STAR) Program
 - Boiler Gold Rush
 - Purdue Conferences
 - Residence Halls
 - Department safety committees
 - Informational campus fairs
- Maintain the Purdue Emergency Preparedness website with up to date information
- Review, revise and/or develop emergency preparedness brochures, handouts and other informational products
- Partner with University departments and local agencies to conduct exercises on a variety of emergency response scenarios. Attempt to schedule and conduct the following exercises per year:
 - Two tabletop or seminar exercises
 - One full scale exercise
- Conduct post-briefing meetings (Hotwash) and produce After Action Reports following exercises and major emergencies

CONTINUOUS IMPROVEMENTS:

Emergency preparedness concepts are constantly changing based on evolving threats, both natural and human-caused. This office must continuously review plans and procedures to ensure our processes stay as current as possible. We must also “think outside the box” and attempt to expect the unexpected. Training and education will be critical to our success. We must stay current in emerging emergency preparedness concepts as well as educate and train our Purdue family in emergency preparedness issues.

Part of strategic planning is evaluating the effectiveness of the goals and objectives. The following table list 2008 objectives and the corresponding accomplishments. The 2009 Emergency Preparedness and Planning Strategic Plan has taken the lessons learned from 2008 plan and incorporated into the 2009 objectives with the ultimate goal of making emergency preparedness at Purdue University more effective.

2008 OBJECTIVES	OFFICE ACCOMPLISHMENTS
To develop, review, and update University-wide emergency preparedness plans	<ul style="list-style-type: none"> • Revised the Purdue Integrated Emergency Operations Plan • Updated the Building Emergency Plan (BEP) • Updated a BEP PP Training Presentation template • Revised the Emergency Procedures Handbook • Revised Purdue ALERT • Updated the Emergency Preparedness web site
To constantly stay informed of federal, state, and local regulations/changes that affect emergency preparedness planning	<ul style="list-style-type: none"> • Maintained membership in IAEM • Serve as Region 4 alternate chairperson for IAEM University & Colleges sub-committee • Attended the 2nd Big Ten and Friends Group • Attended Emergency Management seminar at George Washington University • Attended UL EM Roundtable • Completed: <ul style="list-style-type: none"> ○ L449 ICS Train the Trainer program ○ ICS 300-400 courses ○ G-775, EOC Management ○ IS-120A, An Introduction to Exercises ○ IS-130, Exercise Evaluation and Improvement Planning ○ IS-275, Role of EOC in Community Preparedness, Response & Recovery
To develop/expand emergency preparedness relationships with University departments and, local, state, and federal agencies	<ul style="list-style-type: none"> • Briefed the President, EVPT, and Provost on emergency preparedness at Purdue • Presented at a CSHEMA Regional Conference • Partnered with Purdue Homeland Security Institute and was awarded over a \$434K DOE grant to expand EP at Purdue University • Partnered with faculty member to develop EP online checklist & procedures for faculty members

	<ul style="list-style-type: none"> • Member of the following committees <ul style="list-style-type: none"> ○ Tippecanoe County Local Emergency Planning Committee ○ District 4 All Planning Council ○ Purdue Pandemic Flu Planning Committee ○ Campus Safety and Emergency Preparedness Group (a state-wide sub-committee of the IDHS Higher Education Committee) ○ Purdue Disaster Recovery Task Force Committee ○ Tippecanoe County District 4 Exercise Planning Committee ○ Campus Safety and Emergency Preparedness Committee
<p>To plan, schedule, and execute emergency preparedness exercises</p>	<ul style="list-style-type: none"> • Presented one seminar exercise on Active Shooter scenario to the VPPF • Presented seminar exercises (Tornado incident) to two Business Services groups
<p>To design and administer emergency preparedness training sessions to students, faculty and staff</p>	<ul style="list-style-type: none"> • Conducted the second BEP Development Summit • Help develop an EP video for Business Services • Conducted numerous awareness briefings to various university departments • Participated in Purdue’s Homeland Security Institute academic program • Briefed/provided information to BGR, Day On Campus, and Purdue Residence Halls/Conferences personnel • Organized three tornado/emergency preparedness sessions

STRATEGIC PLAN CONCLUSION:

Emergency preparedness is everyone’s responsibility and Purdue University is constantly working on improving its preparedness. Our plans, programs and processes are “living documents” and we are always looking for ways to improve them. We do not want people to become overly concerned about emergencies but we do want them to take some time to think about how they will react in an emergency situation. The Emergency Preparedness and Planning Office will do everything possible to give the “Purdue family” the tools to make them as prepared and safe as possible.