Integrated Emergency Management Plan

July 2, 2012

The contents of the IEMP and attachments 1-10 were developed under a grant from the Department of Education. However, those contents do not necessarily represent the policy of the Department of Education, and you should not assume endorsement by the Federal Government.
Purdue University has incorporated its major emergency planning programs into this Integrated Emergency Management Plan (IEMP). The plan considers all phases of emergency management operations in order to minimize the impacts of natural and human caused disasters. The IEMP includes response guidelines, Emergency Operations Center procedures, a Building Emergency Plan template, and our Purdue ALERT process. The IEMP 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 IEMP blends these concepts and procedures into the plan which will enhance the University’s ability to respond and recover from emergency incidents.

The IEMP 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.

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

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

Director, Campus Emergency Preparedness and Planning

Senior Director, Environmental Healthy and Public Safety
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Attachments

Attachment 1 – Emergency Support Function (ESF)

ESF #1: Transportation and Roadways
ESF #2: Communications
ESF #3: Public Works and Engineering
ESF #4: Firefighting
ESF #5: Emergency Management
ESF #6: Mass Care, Emergency Assistance, Housing, Human Services
ESF #7: Logistics Management, Resource Support and Finance
ESF #8: Public Health, Mental Health and Medical Services
ESF #9: Search and Rescue
ESF #10: Hazardous Materials Response
ESF #11: Research and Animal Care
ESF #12: Energy
ESF #13: Public Safety and Security
ESF #14: Long-term University Recovery
ESF #15: External Affairs—Media Relations and Community Outreach

Attachment 2 - Campus EP and Planning Strategic Plan
Attachment 3 – Emergency Procedures Guide (EPG)
Attachment 4 – Building Emergency Plan (BEP) Template
Attachment 5 – Emergency Operations Center (EOC) Handbook
Attachment 6 – Purdue ALERT Emergency Warning Notification Plan
Attachment 7 – At Risk Populations Plan
Attachment 8 – Mental Health Resources Plan
Attachment 9 – Infectious Disease Plan
Attachment 10 – Executive Leadership Policy Group Guide

The following plans are reviewed to ensure they comply with IEMP direction and guidance. Copies of the plans are kept in the EP Office.

Wade Power Plant Emergency Plan
Purdue Water Utility Emergency Response Plan
Airport Emergency Plan
Animal Crisis Plan
Section 1: Plan Fundamentals

1.1 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.

1.2 Purpose:

A) The Integrated Emergency Management Plan (IEMP) 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 IEMP outlines University procedures for managing major emergencies that may threaten the health and safety of the campus community.

B) 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.

C) 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:

1) 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 3, Purdue University Emergency Procedures Guide).

2) 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 used in the event that normal operations of the campus cease. (see attachment 4, BEP Template; and the following University policy: Use and Assignment of University Facilities, Regulations Governing (IV.B.1))

3) All faculty, staff and students must be knowledgeable of the University emergency warning notification system, Purdue ALERT (see attachment 6, Purdue ALERT Emergency Warning Notification Plan.)
1.3 Scope:

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

1) Aircraft Crashes
2) Bomb Threat/Detonation
3) Civil Disturbances
4) Epidemic/Illnesses
5) Extended Power Outages
6) Fires and Explosions
7) Hazardous Materials Releases
   (i) Chemical
   (ii) Biological
   (iii) Radioactive
   (iv) Nuclear
8) Mass Casualty Events
9) Natural Disasters
   (i) Tornados
   (ii) Earthquakes
10) Terrorism
11) Search & Rescue Events
12) Severe Weather
    (i) Flooding
    (ii) High Winds
    (iii) Ice Storm/Blizzards
    (iv) Thunderstorms

B) The IEMP may also be used 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).

C) 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.

1.4 Laws and Authorities:

A) Public Law:
2) Federal Civil Defense Act of 1950, as amended Public Law 920-81st Congress (50 USC App. 2251-2297)
3) Disaster Relief Act of 1974: Public law 93-288
4) Emergency Planning and Community Right to Know Act (EPCRA)
5) Superfund Amendments and Reauthorization Act (SARA) Title III
6) 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
9) The Higher Education Opportunity Act (Public Law 110-315) (HEOA) was enacted on August 14, 2008, and reauthorizes the Higher Education Act of 1965, as amended (HEA).

B) Indiana Statutes:
1) IC 10-14-2, Chapter 2, Emergency Related Duties of Department of Homeland Security
2) IC 10-14-4, Chapter 4, State Disaster Relief Fund
3) IC 10-14-5, Chapter 5, Emergency Management Assistance Compact
4) IC 10-14-6, Chapter 6, Interstate Emergency Management and Disaster Compact
5) IC 10-14-8, Chapter 8, Transportation of High Level Radioactive Waste
6) IC 10-15-2, Chapter 2, Indiana Emergency Management, Fire and Building Services, and Public Safety Training Foundation

C) University Facilities and Safety Policies

1.5 Situation Overview

A) Situation:
1) Purdue University is located in West Lafayette, IN (Tippecanoe County). According to the current Census, the population of Tippecanoe County is over 167,900 people…highest concentration live in West Lafayette/Lafayette cities.
2) 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.
3) Purdue University offers over 500 undergraduate majors and over 70 graduate programs in a wide variety of fields.
4) 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 39,637 students (2011-12) from 50 states and over 124 countries (7,934 who are international students).
5) There are 15,376 faculty and staff members at the West Lafayette campus.
6) The West Lafayette campus is a community of over 50,000 faculty, staff, and students.
7) The West Lafayette campus covers over 2500 acres and has 170 major buildings and 211 “other” facilities. Major buildings are those with 10,000 or more gross square feet.
8) 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.
9) 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.
10) 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.
11) Purdue University produces the majority of its power requirements through the on campus Wade Power Plant. Duke Energy provides additional high voltage feeders.

1.6 Planning Assumptions:

A) Purdue University’s Integrated Emergency Management Plan (IEMP) 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 IEMP assumptions will be based on “general” considerations. They are:

1) Emergencies may require cooperation/coordination of internal and external departments, organizations, and agencies to include, university, city, county, state, and federal entities.
2) Local, state, and federal services may not be available.
3) Basic services, including electrical, water, natural gas, heat, telecommunications, and other information systems may be interrupted.
4) Buildings and other structures may be damaged.
5) Normal suppliers may not be able to deliver goods.
6) Students, faculty and staff may not be able to leave the University.
7) The IEMP is based on emergency events that are most likely to occur in our area.
8) Most emergency events will occur with little or no warning.
9) Departments tasked by this IEMP are trained/ready to respond to emergency situations.
10) Periodic exercising of the IEMP’s response requirements is critical to ensure operational readiness and effectiveness of the plan.

1.7 Hazards/Vulnerabilities Summary

A) The Purdue University West Lafayette campus hazards and vulnerability analysis as part of a trifurcated campus-wide risk assessment strategy, identified campus hazard priorities, vulnerabilities, and mitigation strategies for the purpose of strengthening our overall mission-readiness in prevention, preparedness, response, and recovery.

B) The analysis of campus hazards was conducted by a multi-discipline risk assessment working group consisting of essential support services stakeholders from campus. This working group facilitated by the Campus Emergency Preparedness and Planning Office, identified and prioritized plausible campus hazards contained within the following categories:
   1) Technological (T)
   2) Natural (N)
   3) Human Caused Accidental (HCA)
   4) Human Caused Intentional (HCI)

C) Once hazards were identified they were assessed on the basis of Historical Probability, Human Impact, Facilities Impact, and Institutional Impact. After a complete catalog of hazards were identified and assessed, their values were modeled in order to yield a Hazard Severity rating and subsequently a Relative Risk rating, whereby hazards were ultimately prioritized.

D) Upon completion of the hazards assessment, efforts were redirected to complete the campus vulnerability assessment. This model leveraged a life-safety bias, propagated through assessment of building capacity, to evaluate campus structures and their relative vulnerability using specific static and dynamic factors. Once identified, dynamic factors negatively affecting a buildings vulnerability rating were collected and placed as performance gaps into the Gap Analysis / Mitigations Strategies model in order to identify actions necessary to reduce the structures [life-safety] vulnerability.

E) The campus hazards and vulnerabilities assessment is maintained in the Emergency Preparedness Office due to its sensitive information.
1.8 Capability Assessment

Purdue University Integrated Emergency Management Plan
Capabilities Assessment

<table>
<thead>
<tr>
<th>CAPABILITY</th>
<th>RESPONSIBLE DEPARTMENT(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Management Organization</td>
<td>Campus Emergency Preparedness and Planning Office</td>
</tr>
<tr>
<td>Emergency Operations Planning</td>
<td>Campus Emergency Preparedness and Planning Office, Purdue Fire Department, Purdue Police Department, Environmental Health and Public Safety-Emergency Operations Center</td>
</tr>
<tr>
<td>Resource Management</td>
<td>Environmental Health and Public Safety-Emergency Operations Center</td>
</tr>
<tr>
<td>Direction and Control</td>
<td>Purdue Fire Department, Purdue Police Department, Environmental Health and Public Safety-Emergency Operations Center</td>
</tr>
<tr>
<td>Emergency Communications</td>
<td>Safety and Security,</td>
</tr>
<tr>
<td>Alerting and Warning</td>
<td>Purdue Fire Department, Purdue Police Department, Environmental Health and Public Safety-Emergency Operations Center, TEMA (off-campus)</td>
</tr>
<tr>
<td>Emergency Public Information</td>
<td>Marketing and Media, Environmental Health and Public Safety-Emergency Operations Center</td>
</tr>
<tr>
<td>Continuity of Government</td>
<td>Executive Leadership and Policy Group, Business Services, General Counsel</td>
</tr>
<tr>
<td>Shelter Protection</td>
<td>Lafayette Chapter-Red Cross, Purdue Police Department</td>
</tr>
<tr>
<td>Evacuation</td>
<td>Purdue Fire Department, Purdue Police Department, Environmental Health and Public Safety-Emergency Operations Center</td>
</tr>
<tr>
<td>Protective Measures</td>
<td>Purdue Police Department</td>
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<tr>
<td>Emergency Support Services</td>
<td>Environmental Health and Public Safety-Emergency Operations Center</td>
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<td>Emergency Reporting</td>
<td>Purdue Police Department, Purdue Fire Department, Campus Emergency Preparedness and Planning Office</td>
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<tr>
<td>Training and Education</td>
<td>Purdue Police Department, Purdue Fire Department, Campus Emergency Preparedness and Planning Office</td>
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<tr>
<td>Exercise and Drill</td>
<td>Purdue Police Department, Purdue Fire Department, Campus Emergency Preparedness and Planning Office</td>
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1.9 Hazard/Vulnerability Mitigation Strategy Overview

A) Hazard/Vulnerability Mitigation Strategies were cultivated by using a situational analysis of performance gaps identified from our campus risk assessment. These performance gaps were then consolidated into functional categories whereby, more specific performance gaps were identified. Once performance gaps were evaluated on their progression through the mitigation strategy-action cycle model:

1) Actions Identified
2) Actions Developed
3) Actions Deployed  
4) Actions Validated  

B) This model serves as the basis for assessing the completion of on-going mitigation strategy action items through their life-cycle.
Section 2: 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 (figure 1):

![Figure 1](image)

2.1 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 management 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.

A) Examples of mitigation/prevention activities include hazard identification and elimination, communicating “emergency preparedness” information, and establishing emergency preparedness training programs.
2.2 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:

A) Providing emergency equipment and facilities.
B) Emergency planning.
C) Maintaining/revising the Integrated Emergency Management Plan to include attachments.
D) Partnering with emergency responders, emergency management personnel, other local officials, and volunteer groups who assist Purdue University during emergencies in training opportunities.
E) Conducting periodic exercises to test emergency plans and training.
F) Completing a “Hotwash” and an After Action Review after exercises and actual emergencies to provide the basis for continuous improvement of the IEMP.

2.3 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 PUFD) will develop and maintain standard operating procedures (SOPs) to effectively react to emergencies. Department SOPs are not maintained in the IEMP.

A) Examples of response strategies include providing the Purdue community with response guidelines (Emergency Procedures Guide), 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.

2.4 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.
A) 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 3: Purdue University Integrated Emergency Management Plan

3.1 Concept of Operations

The Director, Campus Emergency Preparedness and Planning, will spearhead the development, coordination, and revision of the plan. The integrated management 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.

3.2 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:

A) Implement the NIMS Incident Command System.
   1) Require all applicable personnel be trained on NIMS requirements.
   2) Use on-scene command incident management for all emergencies.
   3) Develop and maintain succinct and useful standard operating procedures (SOPs) and checklists to respond to emergencies.

B) Develop and maintain strong mutual aid agreements with local agencies.

C) Partner with local, state, and federal agencies and appropriate private sector organizations.

D) Develop and implement an effective emergency warning system for internal and external stakeholders.

E) Educate stakeholders on warning systems and overall emergency plan.

F) Revise the plan as needed (normally an annual review) to ensure current guidelines and policies (internal/external) are incorporated.

G) Periodically, exercise the plan to ensure its effectiveness and change as needed.

H) Collect, evaluate and disseminate damage information as quickly as possible to restore essential services as soon as possible.
3.3 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:

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

3.4 Emergency Authority

A) 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.

B) In the absence of the Senior Director of Environmental Health and Public Safety a backup will be designated to serve as EOC Director. Normally the backup EOC Director will be:
   1) Director, Radiological and Environmental Management (REM)

C) The EOC Director normally determines whether to activate the IEMP 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.
   1) 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:
      (i) Determine the scope and impact of the incident.
      (ii) Ensure that appropriate emergency notifications are made.
      (iii) Prioritize emergency actions.
      (iv) Deploy resources and equipment.
      (v) Communicate information and instructions.
      (vi) Monitor and re-evaluate conditions.

   2) The Support Team coordinates essential services and provides their expertise based on the specific incident or event to the EOC. Positions are designated in the EOC Handbook (attachment 5).
3) Normally, the Support Team convenes at the EOC but may conduct business by phone, if appropriate.

3.5 Emergency Levels:

A) 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.

1) 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.

   (i) Level 1 incidents will normally require activation of the University Integrated Emergency Management Plan and the EOC.

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

2) 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.

   (i) Level 2 incidents may require activation of the University Integrated Emergency Management Plan and the EOC.

      (a) 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.

3) 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.
(i) **Level 3 incidents do not require activation of the University Integrated Emergency Management 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.

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

B) 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 Marketing & Media 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.

### 3.6 Response Priorities

A) Purdue University must be prepared and have established procedures to respond to all emergencies in a safe and timely manner. University personnel and equipment will be used to provide priority protection for:

1) **Priority 1:** Life Safety—protect and save the life of faculty, staff, students, and visitors of the University.

2) **Priority 2:** Preservation of University property and structures.

3) **Priority 3:** Restoration of academic programs and general University operations.

B) 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
   (i) Residential facilities
   (ii) Occupied classrooms, auditoriums, work areas
   (iii) Occupied arenas, special event venues

2) Buildings critical to health and safety
   (i) Potential shelters, food supplies
   (ii) Sites containing potential hazards

3) Facilities that sustain the emergency response and recovery
   (i) Energy systems
(ii) Computer installations  
(iii) Communications services  
(iv) Transportation systems  

C) Research and classroom facilities and buildings  

D) Administrative buildings  

3.7 Emergency Procedures  

A) Preparation is critical to be effective in emergencies. All University personnel should become familiar with University or departmental emergency procedures.  

B) The Purdue University Emergency Procedures Guide is prepared by the Department of Environmental Health and Public Safety to assist members of the campus community and deal with emergencies appropriately. 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. See attachment 3.  

C) The Building Emergency Plan (BEP) also provides critical information that each individual needs to be familiar with when there is an emergency in a specific building. General and building-specific emergency warning notification, evacuation, and shelter-in-place procedures are contained in each building-specific BEP. All building occupants are highly encouraged to review their BEP procedures periodically to develop individual emergency response procedures. See attachment 4 for the BEP template. Building specific BEPs will be maintained and distributed by each building’s Building Deputy or BEP developer.  

1) If you are unsure of what you need to do in your building or have any questions, contact your respective Building Deputy or one of the following departments:  
   (i) University Police Department (765) 494-8221  
   (ii) University Fire Department (765) 494-6919  
   (iii) Radiological & Environmental Management (765) 494-6371  
   (iv) Campus Emergency Preparedness & Planning (765) 494-0446  

D) The University emergency warning notification system is called Purdue ALERT. It is comprised of multiple communication systems and processes designed to notify as many people as possible as quickly as possible based on the specific incident. Activation of all or part of the overall warning notification system will be decided on by the Incident Commander and senior leadership, as time permits.
1) The Purdue community should understand Purdue ALERT’s various layers and develop individual emergency response procedures, as applicable.

E) Tippecanoe County Emergency Travel Advisory Policy provides detailed information when travel is restricted based on various emergency incidents, both natural & human-caused. The Purdue community should understand the Emergency Travel Levels, and react accordingly. A link to the policy is located in Section 10.

3.8 Emergency Operations Center (EOC)

A) 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:
   1) Provide support to Incident Commander.
   2) Determine policy directions as needed.
   3) Provide resources needed by the campus.
   4) Provide direction and support to field activities.
   5) Deal with issues that are beyond resolution in the field.
   6) Provide “one voice” in communicating emergency information to the public (normally Marketing & Media personnel fills this role).

B) EOC Activation
   1) 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 5) for specific procedures. Figure 2 is used to determine EOC activation. The normal activation flow will be:
Purdue University
Integrated Emergency Management System (IEMS)
Event Tree

- Purdue Dispatch Center sends applicable page notification
- PUPD/FD initiates emergency response & conducts initial assessment
- Incident Commander determines Emergency Level—1, 2, or 3; or informational notification
- Activate Purdue ALERT, as applicable

**Problem Resolved**

- **Standard Operating Procedures**

**Need to update**

- Update IEMP Plan
- Update Standard Operating Procedures

**Critique Incident**

- Normal University Operations

**END**

- Establish an ICP & request EOC activation, as needed

**Detailed Assessment of Incident**

- **Assessment**
  - Minor
  - Major

- **Issue Directives**

- Standard Operating Procedures
- Situation Based Procedures

**Problem Resolved**

- Yes
- No
3.9 Building & Grounds Perimeter Control Process

1) Buildings and Grounds (B & G) personnel may be required to assist the Purdue Police and/or Fire Departments in response to a major incident. The Incident Commander or the EOC Director may request the B & G Perimeter Control team to help provide perimeter assistance to Environmental Health and Public Safety responders (EHPS).

2) Perimeter is defined as an area or zone determined by EHPS to maintain the safety of the members of the Purdue University community during an emergency event. B & G personnel will NOT be placed in harm’s way from the emergency.

3) B & G personnel will be identified in advance by the Senior Director, Buildings and Grounds. The Perimeter Control Team will respond to emergencies when requested by pager alert or phone by Purdue Dispatch Center (PDC) personnel.

   (i) When notified by PDC designated B & G Perimeter Control Team should proceed to the Incident Command Post. The location will be provided by PDC.

4) Service provided will most likely be support of the perimeter, as identified by EHPS, and normally designated with “caution” tape.

5) In order to provide appropriate tracking, one B & G coordinator should stay near the Incident Command Post location, so that communication with the perimeter staff can be provided. The coordinator will log each B & G member as they arrive, and distribute the orange vests and/or other resources, noting the recipient of each resource.

3.10 National Weather Service Storm Ready Certification

1) Purdue University achieved National Weather Service Storm Ready certification in April 2010.

2) StormReady is a “grass roots” program sponsored by NOAA’s National Weather Service that focuses on improving communication and severe weather preparedness in communities and universities. It helps community leaders and emergency managers strengthen local hazard mitigation and emergency response plans.

3) Purdue University partnered with Tippecanoe County Emergency Management Agency and incorporated the following processes into the University’s Integrated Emergency Management Plan:

   (i) Establish a 24-hour Warning Point and Emergency Operations Center

   (ii) Establish multiple ways to receive severe weather warnings and forecasts and to alert the public

      (a) Seven Outdoor All Hazards Sirens

      (b) Over 220 weather radios distributed to most buildings on campus

      (c) Boiler TV Emergency Alerting System

      (d) Other internet, radio, TV alerts

   (iii) Provides severe weather seminars and presentations that promote the importance of public readiness and awareness

4) A Storm Ready activation checklist is located in the EOC Handbook.
Section 4: Organization and Assignment of Responsibilities

4.1 The Integrated Emergency Management Plan is based on an organizational structure that is shown in figure 3. There are three basic components:

A) The Executive Leadership Policy Group—policy level decisions.

B) Campus Safety & Emergency Preparedness Committee—advisory group for emergency preparedness issues.

C) Campus Emergency Preparedness Office (CEPO)—the development and implementation arm of campus preparedness. CEPO also strives to develop partnerships with internal and external entities. These partnerships provide the synergy for continuous improvement of the Purdue University emergency preparedness program. Figure 4 provides a snapshot of the office’s partnerships.

4.2 Executive Leadership Policy Group (ELPG)

A) Organizational Structure
   1) The Executive Leadership Policy Group (ELPG) is comprised of the President, the Executive Vice President for Academic Affairs and Provost,
the Executive Vice President for Business and Finance, Treasurer, and the Vice President for Marketing and Media.

2) Additional members of the President’s cabinet may be asked to respond to the ELPG location based on the incident.

3) 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.

4) 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.

5) ELPG may meet in Hovde Hall of Administration, Westwood Manor, or a location determined by the President.

B) ELPG Activation

1) The ELPG may consider meeting for any emergency but will normally meet in response to Level 1 emergency incidents. Level 1 incidents are defined in the Integrated Emergency Management Plan.

2) 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) or Senior Director Environmental Heath and Public Safety may request ELPG activation through Marketing & Media (M & M) personnel.

3) ELPG may convene by meeting, by telephone or other electronic means. A “conference bridge” process has been set up so ELPG members can remotely communicate, if necessary. A conference bridge checklist is located in the EOC Handbook and the ELPG Guide.

C) ELPG General Responsibilities:

1) Once the ELPG has been notified and a decision to form/activate has been made, they will conduct an emergency meeting in person or by telephone to provide strategic guidance and direction to the Emergency Operations Center Director and Incident Commander as well as the entire Purdue community.

2) May assign a liaison person(s) to gather information and interface with outside agencies and/or organizations at the campus Emergency Operations Center.

3) 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.

4) May work through the M & M spokesperson; provide information to be disseminated to faculty, staff, students, parents and local community using the Purdue ALERT system and other M & M communication processes, as appropriate.

5) Will determine the need for campus closure, class suspension, dismissal of employees and other “strategic” decisions.

6) Will determine frequency of meetings.
4.3 Campus Safety & Emergency Preparedness Committee (CS & EP)

A) Purdue University has also formed 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. The CS & EP Committee is the advisory body for University emergency preparedness issues and serves as emergency preparedness “champions” in their respective offices or departments.

B) The committee also includes representatives from the local Red Cross, Tippecanoe County Emergency Management Agency, County Health Department, and local Religious Leaders organization.

4.4 Purdue Student Government Campus Safety Task Force Committee

A) The committee meets four times a semester to discuss safety and preparedness issues. Faculty, staff, and students discuss ways to improve safety and increase emergency preparedness awareness. The Purdue Student Government Vice President chairs the committee.

4.5 Student Behavior Assessment Team

A) The Vice President for Student Affairs Office is responsible for the student Behavior Assessment Team.

1) The goals of the Behavior Assessment Team are:
   (i) To provide early review and intervention to help assure the health, safety, and success of students and other members of the university community.
   (ii) To implement response plans to threats on the campus.

B) The Behavior Assessment Team meets on a regular basis, or as needed.

C) The Team’s standing membership includes:
   1) Vice President for Student Affairs, Chair
   2) Dean of Students
   3) Executive Associate Dean of Students (responsible for student conduct)
   4) Director of Counseling and Psychological Services
   5) Purdue Police Chief
   6) Senior Director of Environmental Health and Public Safety
   7) Executive Director of University Residences
   8) Associate Vice President for Student Affairs
   9) Stuart & Branigin, University Legal Counsel
D) Colleagues from other offices or units are included depending on the case and/or if other expertise is needed (e.g. International Students and Scholars, PUSH, Disability Resource Center, Academic Schools and Colleges, Libraries, Enrollment Management, Purdue Fire Department, religious leaders, Marketing & Media, etc.).

E) The Behavior Assessment Team reviews reports of troublesome behaviors, with consideration given to all confidentiality laws and standards. The Team’s discussions include:
1) Understanding how the individual is interacting on campus and in the community.
2) Identifying existing points of communication and support.
3) Developing an action plan to respond to the situation.

F) Work of the Team is intended to be proactive, but depending on the case, it may need to react quickly to a particular situation.

G) Throughout, the distinction between “disturbed” and “disturbing” behavior guides the discussion of the Behavior Assessment Team. An individualized assessment of each situation takes place, and the review focuses on the conduct/behavior that is being exhibited by the particular student.

4.6 Employee Behavior Assessment Team (EBAT)

A) Purdue’s West Lafayette campus has a standing committee of multi-disciplinary experienced representatives who will analyze potentially threatening situations, especially imminent threats to self or others, and take action to mitigate risk.

B) EBAT Membership on the West Lafayette campus
1) Vice President for Human Resources or designee, will serve as chairperson
2) Human Resources representative
3) Environmental Health and Public Safety representative
4) University Police
5) Legal counsel
6) Mental health professional(s)
7) Others as appropriate.

C) Responsibilities
1) Behavioral Assessment Team
   (i) Investigate potentially threatening situations and take action to mitigate risk of harm.
2) Employee
(i) Report immediately any Violent Behavior or other violations of this policy to their immediate supervisor, Human Resources or the University Police.

3) Human Resources
(i) Promptly investigate reports of Violent Behavior by employees or other employee violations of this policy.
(ii) Upon receipt of a report of Violent Behavior, notify the chair of the appropriate Behavioral Assessment Team.
(iii) Develop and deliver, jointly with University Police, training and educational materials regarding Violent Behavior prevention and response.
(iv) Supervisors
   (a) Promptly report to the University Police incidents or allegations of Violent Behavior or other violations of this policy that are brought to their attention.

4) University Police
(i) Promptly investigate reports of Violent Behavior or other violations of this policy.
(ii) Upon receipt of a report of Violent Behavior, notify the chair of the appropriate Behavioral Assessment Team.
(iii) Develop and deliver, jointly with Human Resources and with the Office of the Dean of Students, training and educational materials regarding Violent Behavior prevention and response.

D) The BAT reviews reports of troublesome behaviors, with consideration given to all confidentiality laws and standards. The Team’s discussions include:
1) Understanding how an individual is interacting on campus and in the community.
2) Identifying existing points of communication and support.
3) Developing an action plan to respond to the situation.

E) Work of the team is intended to be proactive, but depending on the case, it may need to react quickly to a particular situation. BAT meets on a regular basis and as needed.

F) BAT Contact Information:
   1) Call 911 if it is an emergency
   2) Call Purdue Police Department at 494-8221 for non emergencies

G) See Section 10 for a link to the policy.

4.7 Other Partnerships

A) The Emergency Preparedness Office is constantly striving to increase partnerships to enhance all University emergency preparedness plans and programs. Figure 4 shows our current partners.
### Emergency Preparedness Office Partnerships

<table>
<thead>
<tr>
<th>PARTNERSHIP</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Safety &amp; Emerg. Preparedness Committee</td>
<td>Key staff members from departments throughout the university to provide guidance and direction on emergency plan development.</td>
</tr>
<tr>
<td>Risk Assessment Committee</td>
<td>Staff members that discuss, evaluate, and make a recommendation to the Provost on student travel to foreign countries.</td>
</tr>
<tr>
<td>Env. Health &amp; Public Safety Dept. Safety Committee</td>
<td>Monitors and works safety issues in the EHPS department.</td>
</tr>
<tr>
<td>Physical Facilities Safety Committee</td>
<td>Monitors and works safety issues in Physical Facilities department.</td>
</tr>
<tr>
<td>Purdue Fire Department</td>
<td>Provides fire, HAZMAT, and emergency medical service to Purdue and the local community. One of only 10 full service university fire departments. Provides primary emergency responders.</td>
</tr>
<tr>
<td>Purdue Police Department</td>
<td>Professional law enforcement department empowered by the University. State law grants Purdue police officers the same powers of arrest and law enforcement authority as city and county police officers.</td>
</tr>
<tr>
<td>Radiological Environmental Management Department</td>
<td>Responsible for the University’s Integrated Safety Plan. Provides a mechanism for safety committees, self-audits, and departmental indemnification.</td>
</tr>
<tr>
<td>Purdue Pandemic Influenza Planning Committee</td>
<td>Chartered with developing a Pandemic Flu response plan.</td>
</tr>
<tr>
<td>Purdue Homeland Security Institute</td>
<td>PHSI has four centers: the Center for Computational Homeland Security, the Center for the Security of Large-Scale Systems, the Center for Sensing Science and Technology, and the Center for Military and Law Enforcement Technology, Tactics, and Training.</td>
</tr>
<tr>
<td>ADAPT Committee</td>
<td>Active partnership for the development of a functional Persons with Disabilities Plan.</td>
</tr>
<tr>
<td>Purdue University Student Health Center (PUSH)</td>
<td>Active partnership for the development of a functional Infectious Disease Plan</td>
</tr>
<tr>
<td>Tippecanoe County Local Emerg. Planning Committee</td>
<td>Establishes short- and long-range plans regarding the county's HazMat emergency response and preparedness program</td>
</tr>
<tr>
<td>Tippecanoe County Health Department-Emergency Preparedness Division</td>
<td>Active partnership with EMHE personnel for the dissemination of CDC information and POD planning</td>
</tr>
<tr>
<td>Tippecanoe County Emerg. Management Agency</td>
<td>Responds to emergencies in a direct or supporting role to the citizens of Tippecanoe County.</td>
</tr>
<tr>
<td>District 4 Planning Council</td>
<td>Plans, develops, and implements exercises for the district.</td>
</tr>
<tr>
<td>West Central Indiana Community Organizations Active in Disasters (WCI-COAD)</td>
<td>Community Organization Active in Disaster (COAD) is an organization, based within a community or geographic area, which is composed of representatives from public, private and not-for-profit agencies. A COAD will enhance the community’s ability to mitigate, prevent, prepare for, respond to and recover from disasters, thus ensuring that human needs inherent in a disaster situation are evaluated and addressed.</td>
</tr>
<tr>
<td>Local Red Cross Chapter</td>
<td>Campus Emergency Preparedness Office has established a partnership with the local chapter; Director is a member of the Campus Safety &amp; Emergency Preparedness Committee.</td>
</tr>
<tr>
<td>Tippecanoe County Emergency Management Advisory Council</td>
<td>EP Director serves on council that provides guidance to the county emergency management agency; provides input from the university viewpoint.</td>
</tr>
<tr>
<td>Indiana Fusion Center</td>
<td>A Purdue University police department police captain is a liaison to the state center, providing critical information to the campus.</td>
</tr>
<tr>
<td>Indiana Department of Health</td>
<td>CHIRP- Children and Hoosiers Immunization Registry Program Participant</td>
</tr>
<tr>
<td>Indiana Emerg. Management/Homeland Security Higher Ed. Advisory Board</td>
<td>Promotes partnerships between higher education, the private sector, and public safety to enhance Indiana’s prevention, mitigation, preparedness, response, and recovery capabilities for all emergencies, disasters, or threats.</td>
</tr>
<tr>
<td>State-wide Higher Education Campus Safety &amp; Emerg. Preparedness Committee</td>
<td>Committee enhances the quality of university and campus life through the creation of a safe and secure environment for faculty, staff, students, and campus visitors to pursue a positive work and educational experience.</td>
</tr>
<tr>
<td>Big Ten &amp; Friends Emerg. Management Group</td>
<td>Organized by Purdue University to annually conduct a meeting to discuss emergency management topics and share good ideas.</td>
</tr>
<tr>
<td>Organization</td>
<td>Description</td>
</tr>
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<td>-------------</td>
</tr>
<tr>
<td>George Washington Univ. Emerg. Management Seminar</td>
<td>A group of emergency management professionals meet (by invitation only) once a year in Washington DC to discuss emergency preparedness concepts and best practices.</td>
</tr>
<tr>
<td>Emergency Management Rounder’s Group</td>
<td>Organized by University of Louisville, this group of emergency management professionals, from around the country, meet to discuss emergency preparedness topics and initiatives and share “best practices.”</td>
</tr>
<tr>
<td>International Association of Emergency Managers, Universities and Colleges Caucus (UCC)</td>
<td>UCC is made up of emergency management professionals from around the country and represents the emergency management issues surrounding college and university campuses. The committee meets once a year but has a very robust web site and list serve process.</td>
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Figure 4
Section 5: Direction, Control, and Coordination

5.1 National Incident Management System

A) 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.

B) 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. All Purdue First Responders comply with NIMS training requirements.

5.2 Incident Command System (Background Information)

A) The Incident Command System (ICS) is a field emergency management system designed for all hazards and levels of emergency response. It allows Purdue University First Responders 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:

1) Common terminology to define organizational functions, incident facilities, resource descriptions, and position titles.
2) Modular organization based on the size and complexity of the incident.
3) Reliance on an Incident Action Plan that contains strategies to meet objectives at both the field response and Emergency Operations Center (EOC) levels.
4) Chain of command and unity of command. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.
5) Unified command in incidents involving multiple departments or jurisdictions so organizational elements are linked to form a single structure with appropriate control limits.
6) Manageable span of control for those supervising or managing others.
7) Predesignated incident locations and facilities such as the Emergency Operations Center.
8) Comprehensive resource management for coordinating and recording resources.
9) Information and intelligence management.
10) Integrated communication systems ensuring interoperable communication processes.
B) Figure 5 depicts a basic Incident Command System (ICS) structure for managing a response. There are three functional areas in the ICS structure: Incident Command, 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.

1) Incident Commander (IC)
   (i) Manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment.
   (ii) 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. (iii) May serve as any or all of the positions in the Command and General Staff depending on the complexity of the event.

2) Command Staff
   (i) Report directly to the Incident Commander.
   (ii) Public Information Officer is responsible for relaying incident related information to the public and media and with other agencies.
   (iii) 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.
   (iv) 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.

3) General Staff
   (i) Comprised of four sections: Operations, Planning, Logistics and Finance and Administration.
   (ii) Each section is headed by a Section Chief and can be expanded to meet the resources and needs of the response.
   (iii) Section Chiefs report directly to the Incident Commander.
   (iv) Operations Section is responsible for managing all incident specific operations of an emergency response.
   (v) Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort.
      (a) Also responsible for the development, maintenance and distribution of the Incident Action Plan (IAP).
   (vi) 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.)
   (vii) 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.
5.3 Incident Command System—Purdue University

A) Purdue University’s IEMP 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 Incident Command Post (ICP) location. See figure 6 for Purdue’s Integrated Incident Command System.

B) Purdue University Incident Commander (PUIC)
   1) PUIC will normally be the PUPD or PUFD Chief, or designated representative.
   2) Manages all emergency activities, including development, implementation, and review of strategic decisions, as well as post event assessment.
   3) Will normally decide when Purdue ALERT activation is required to warn faculty, staff, and students of an emergency.
   4) 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.
   5) May serve as any or all of the positions in the Command and General Staff depending on the complexity of the event.
   6) 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.

C) Purdue University Command Staff
   1) Will be selected or requested by the PUIC based on the event or incident.
   2) Will report directly to the PUIC.
   3) Public Information Officer will normally be a representative from Marketing & Media and is responsible for relaying incident related information to the public and media and with other agencies.
   4) 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.
      (i) PUPD/FD Chief or Senior Director Environmental Health and Public Safety will normally select the Liaison Officer.
   5) The Safety Officer will normally be a member of the PUPD, FD, or Radiological & Environmental Management (REM) and will be appointed as needed. He/she is responsible for the health and safety of emergency responder personnel.
   6) Purdue University General Staff
(i) May be comprised of four sections: Operations, Planning, Logistics and Finance and Administration based on the emergency.

(ii) 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.

(iii) Section Chiefs report directly to the PUIC.

(iv) 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:
(a) Establish scene security
(b) Establish appropriate scene perimeters
(c) Order an evacuation
(d) Provide for detainee transportation, processing, and confinement (PUPD)
(e) Direct and control traffic
(f) Conduct post-incident demobilization/investigation

(v) Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. Also responsible for:
(a) Development, maintenance and distribution of the Incident Action Plan (IAP).
(b) Gathering and disseminating information and intelligence.
(c) Planning the post-incident demobilization.

(vi) 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:
(a) Communications
(b) Transportation
(c) Medical Support
(d) Supplies
(e) Specialized team and equipment needs

(vii) 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:
(a) Recording personal time
(b) Procuring additional resources
(c) Recording expenses
(d) Documenting injuries and liability issues

D) Establishing Incident Command
1) Incident command is established each time a first responder responds to an incident.
2) If the incident is deemed a Level 1 or 2 emergency (see definitions in the IEMP), command may be transferred to a higher ranking University official.

3) Decision to transfer command normally originates from the Purdue University Police /Fire Chiefs or the Emergency Operations Center Director.

4) PUPD and PUFD, as applicable, will determine the need to:
   (i) Establish an Incident Command Post
   (ii) Establish scene security
   (iii) Establish appropriate scene perimeters
   (iv) Order an evacuation
   (v) Provide for detainee transportation, processing, and confinement (PUPD)
   (vi) Direct and control traffic
   (vii) Conduct post-incident demobilization/investigation

5) The Mobile Command Post may be used as the ICP for extended incidents.
Purdue’s Integrated Incident Command System

Executive Leadership Policy Group
President/Team

Incident Commander (IC)
(Normally Police/Fire Chief)

Purdue’s EOC Team
(IC Support)

Safety Officer
(Determined by the IC)

Public Information Officer
(M & M Personnel)

Liaison Officer

Operations Section Chief
Logistics Section Chief
Planning Section Chief
Finance/Admin Section Chief

Figure 6
5.4 Unified Command System

A) 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.

B) 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.”

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

D) The Purdue IEMP 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 7 depicts Purdue University’s Unified Command structure.
5.5 Mutual Aid Agreements

A) 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.

B) A Memorandum of Understanding for Prophylaxis during Public Health Emergency has been signed by Purdue University officials and the Tippecanoe County Health Department.

C) The Indiana Department of Homeland Security’s District 4 also has a mutual aid agreement for the district’s nine counties, of which Tippecanoe County is a member.

D) The entire state of Indiana is also covered by a state-wide mutual aid agreement.
5.6 Shelter In Place Information

A) No guidelines or procedures can anticipate all the variations of possible shelter in place requirements. It is incumbent on all individuals to review the Purdue Emergency Procedures Guide, respective Building Emergency Plan, and any internal department procedures to prepare themselves for these possibilities as much as possible. However, the following information provides the basic shelter in place guidance.

B) Purdue ALERT is the primary means of emergency warning notification. We use multiple systems to “spread the word” as quickly as possible. In most cases our emergency responders (normally Purdue Police or Fire personnel) will respond to the incident. Once they have some basic information on the emergency incident (and it is significant enough to trigger a public safety notification) we will activate Purdue ALERT. All or parts of Purdue ALERT will be activated depending on the incident’s emergency level. Purdue ALERT is described in more detail in attachment 6.

C) If a major incident occurs at Purdue University that requires an immediate emergency warning notification to the Purdue community, Public Safety officials will normally activate the seven all hazards sirens that are located across Purdue University. The sirens are designed to notify individuals who are outside. Anytime the sirens are activated, individuals should immediately seek a safe location inside the nearest facility and immediately seek more information on why the sirens are sounding….basically, one should seek shelter and then find out more information through all possible means to include additional Purdue ALERT communication layers.

D) Basically, when the sirens sound, everyone should:
   1) Stay calm but be aware that an emergency situation is occurring.
   2) Be vigilant to what is going on around them.
   3) Immediately seek a safe location.
      (i) Initially, proceed to the lowest level of the building; adjust location once you determine the type of emergency.
   4) Seek out additional information as quickly as possible (to determine type of emergency).
   5) Determine your next course of action.
      (i) For example, if you know it’s a tornado warning, one would want to go to the lowest area of the building (preferably a basement) as compared to an active shooter incident when one would seek a room that is lockable (preferably without windows).

E) Purdue ALERT’s multiple layers and possibly internal department procedures will assist in providing critical updated emergency information. Depending on the specific circumstances, emergency warning notification may vary for each incident. However, if uncertain to the specific incident individuals should
always seek shelter and then find out more information through all possible means to include additional Purdue ALERT communication layers.

F) There are four primary incidents that may lead to a shelter in place requirement. Each incident may require individuals to adjust their shelter in place procedures.
1) Tornado Warning
2) Hazardous Materials Release
3) Active shooter
4) When directed by Purdue University police or fire department officials

G) The following procedures detail how the individuals should be notified and basic guidelines on what they should do. However, these procedures may vary depending on how the incident transpires. For more detailed procedures, the Emergency Procedures Guide and/or the respective Building Emergency Plan should be referenced.

1) TORNADO WARNING issued by National Weather Service
   (i) Campus community will normally be alerted by:
      (a) Outdoor All Hazards Sirens
      (b) Text Message
      (c) NOAA Weather Radios
      (d) Local weather and radio stations alerts
      (e) Boiler Television (BTV) Emergency Alerting System
      (f) Internal department alerting procedures
      (g) Individual word of mouth
   (ii) If outside, immediately proceed to the nearest building and go to the lowest level. If a basement is not available, seek an interior hallway or small interior room on lowest level, away from windows and doorways.
   (iii) There is no “all clear” siren signal. The all clear will be announced over the local TV and radio stations or the expiration of the initial National Weather Service warning notification.

2) HAZARDOUS MATERIALS RELEASE, warning normally issued by the Purdue University Fire Department
   (i) Campus community will normally be alerted by the Purdue ALERT system.
   (ii) If the all hazards sirens are activated and you do not know what the incident is, seek shelter and then find out more information through all possible means to include additional Purdue ALERT communication layers.
      (a) Once you find out the type of incident respond accordingly.
   (iii) If the all hazards sirens are activated and you do know that it is a hazardous materials release:
      (a) Follow the instructions provided by emergency responders.
      (b) If directed to evacuate:
         (i) Move crosswind, not directly with or against the wind
      (c) If directed to shelter:
(i) Close all windows and doors.
(ii) If possible, seal all cracks around doors and vents.
(iii) Do not leave the area until directed by fire/police department officials or other Public Safety individuals.

3) ACTING SHOOTER INCIDENT, warning normally issued by the Purdue University Police Department.
   (i) Campus community will normally be alerted by the Purdue ALERT system.
   (ii) If the all hazards sirens are activated and you do not know what the incident is, seek shelter and then find out more information through all possible means to include additional Purdue ALERT communication layers.
      (a) Once you find out the type of incident respond accordingly.
   (iii) If the all hazards sirens are activated and you do know that it is an active shooter incident:
      (a) Follow the instructions provided by emergency responders.
      (b) Evacuate if safe to do so, or if instructed to do so by emergency responders.
      (c) If unable to evacuate or uncertain if it’s safe to evacuate, protect yourself by immediately seeking a safe area.
      (d) If possible, lock or barricade yourself and others inside a room.
      (e) Do not leave the area until directed by fire/police department officials or other Public Safety individuals.

4) WHEN DIRECTED BY PURDUE UNIVERSITY POLICE OR FIRE DEPARTMENT OFFICIALS FOR an emergency situation that Public Safety officials deem it necessary to shelter the Purdue campus
   (i) Campus community will normally be alerted by the Purdue ALERT system.
   (ii) If the all hazards sirens are activated immediately seek shelter and then find out more information through all possible means to include additional Purdue ALERT communication layers.
   (iii) Follow the instructions provided by emergency responders.

5.7 Building Damage Insurance Claim and Remediation Process
A) The following paragraphs provide a written emergency remediation process for building or infrastructure damage from a range of perils, including wind, fire, electrical outage, etc. Prompt remediation and repair will reduce further damage, reduce the cost to the university, and provide timely recovery so that the damaged area(s) can be available for utilization as soon as possible. This process provides for maximum and efficient use of University resources, and damage control to the extent possible.

B) Life safety is the number one priority for Environmental Health and Public Safety (EHPS) staff members; facility preservation is the number two priority. Physical Facilities staff members have long provided emergency repair and
remediation services to the West Lafayette campus, with the fiscal support of the Risk Management office for covered insurance losses. This process is designed to provide flexible guidance for response to and remediation of small and medium building or infrastructure damage (under $250,000). Post emergency remediation/repairs in excess of $250,000 will be overseen by the University’s property insurance carrier, in collaboration with various Physical Facilities and Risk Management staff members.

C) Notification to appropriate individuals, including both Physical Facilities and Risk Management staff of building or infrastructure damage will occur via the Purdue Dispatch Center (PDC). The PDC has notification lists for a variety of types of events, from weather related events to building damage.

D) Typically, notification begins with a phone call to PDC (911 or 494-8221), or via fire or security alarms. Members of the PDC will follow initial notification protocols as documented by their supervisors. As response begins by Purdue University Police and Fire, additional notification may be requested by the incident commander or EHPS administration, as per the Integrated Emergency Management Plan. Response begins immediately as follows:
1) Purdue Police and Purdue Fire deploy to the incident site to assess the information received via the initial phone call.
2) Based on the event, an incident command post will be established, and PDC will be directed to notify affected parties.
3) In extreme circumstances, as identified in the Purdue ALERT guidelines, mass notification to the Purdue Community may begin. If the circumstance is not one of immediate danger to the campus community, the Senior Director of Environmental Health and Public Safety, or designee, determines the level of Purdue Alert as appropriate (see Purdue ALERT guidelines in the Integrated Emergency Management Plan). Implementation is provided by PDC and Marketing and Media staff members.
4) Appropriate members of Physical Facilities staff and/or the building deputy will be requested to respond to the event, coordinated through the Incident Command Post. Risk Management will provide assistance with claims during the next available workday.
   (i) For example:
   (a) Water leaks or intrusions: PUFD provides initial response and remediation with Environmental Health and Public Safety (EHPS) and Buildings and Grounds (B&G) staff assisting as soon as possible.
   (b) Building damage: PUFD provides initial response and remediation, with B&G staff assisting as soon as possible.
   (c) Criminal activities resulting in building damage: PUFD will provide initial remediation; PUPD will provide the initial investigation. B&G staff will be contacted by the PDC and assist as needed.
(d) Major loss of power (in excess of two hours): PDC will provide initial notification. Based on expected length of power outage, Senior Director of Environmental Health and Public Safety will direct appropriate staff to:

(i) Notify affected building deputies
(ii) Collaborate with on duty EHPS and B&G staff to evaluate effects of outage on affected buildings (sub zero freezers, chemical storage, animal health, etc.) and request appropriate action. For example, if elevator rescue is needed, PUFD will respond. If alarms are sounding, or showing “trouble” at the PDC, Fire or REM staff will respond as needed. Staff will be called in, if needed, according to pre-planned protocols.

E) The Risk Management department will provide an updated list of approved outside service vendors to the PDC annually. In emergency situations, if the Risk Manager is not available to respond, the Senior Director, Environmental Health and Public Safety, or designee, is permitted to utilize a pre-approved vendor to begin remediation work.

F) Steps to initiate remediation after a smaller emergency:
1) The initial Physical Facilities work order is prepared by Risk Management to pay for the labor of emergency response workers. If there is any additional immediate remediation, the Incident Commander or Senior Director will contact the Risk Manager prior to beginning remediation.
2) If additional remediation will exceed the limits of a work order, the Manager of Loss Control will complete a request for professional services (RPS - [http://www.purdue.edu/architect/resources/pdf/RPS.pdf](http://www.purdue.edu/architect/resources/pdf/RPS.pdf)).
   (i) Since it’s likely that the work will need to be completed, the Manager of Loss Control should choose box 2, which requests both an estimate and that a project manager be assigned.
3) Manager of Loss Control will ensure that the RPS moves as swiftly as possible through the university process. This work is simply to return the space to the same state that it was prior to the loss.

G) Duties of the Manager of Loss Control:
1) Initial incident response: Investigate property damage losses at all Purdue University locations, including regional campuses and farms, caused by fire, wind, lightning, water, vandalism, theft, vehicles, and other perils. Coordinate corrective measures to prevent further damage of property. Take photos of damage as needed.
2) Claims preparation: Prepare a written claims report: see “Risk Management- Property Insurance Claim Form, RM 41 [http://www.purdue.edu/business/risk_mgmt/pdf/rm41.pdf](http://www.purdue.edu/business/risk_mgmt/pdf/rm41.pdf) and notify the Risk Management Claims Administrator of pending claim, by phone and email. Ensure that building deputy has been contacted and coordinate contact with departmental business office to alert them to pending repairs.
(i) If damage is **not** covered by Risk Management funds, Risk Management will notify the departmental business office. The Manager of Loss Control will assist the building deputy in arranging for repairs via approved university processes.

(ii) If damage **is** covered by Risk Management: the Manager of Loss Control will coordinate repair work via appropriate university processes.

(iii) Once repairs/remediation begins: coordinate follow-up inspections of all repair work. Verify charges against work orders to ensure all agreed upon work has been completed.

(iv) Coordinate losses, through the Risk Management Claims Administrator, with appropriate Purdue staff, or outside agencies as appropriate (currently, this information is forwarded to the Tippecanoe County Prosecutor’s office).

(v) Notify departmental business office of information needed for equipment repair. If equipment is damaged beyond repair, notify department business offices of procedures for replacement.

(vi) When claim is as a result of a contractor’s project, based on the recommendation of the Manager of Loss Control, the Project Manager and the Construction Inspector facilitate the Builder’s Risk insurance claim process. Through the Physical Facilities Superintendent of Construction, investigate property damage losses, initiate/authorize repairs, and process all claims for builder’s risk coverage.

(vii) In the event of a catastrophic loss (one which has potential to exceed $250,000), work with Risk Management Claims Administrator in meeting the needs and requests of the University’s property insurance underwriter.

(viii) Facilitate departmental loss reimbursement requests to the Risk Management Claims Administrator. Requests should include agreed upon backup documentation (typically, paid invoices), and account information to process any settlement payment.

5.8 Video Camera Program

A) Purdue Police Department has incorporated a video surveillance system into their overall campus safety program. There are over 150 cameras, strategically located, in key campus areas. The cameras are designed to provide real-time information or can be used to retrieve information from a specific period.
Section 6: Communication

6.1 Purdue ALERT

A) Purdue ALERT is the University’s emergency warning notification program. Purdue is a large and complex institution, and people move about our campus freely. Despite advances in communication, there is no way to reach everyone instantly with a single message or system. The objective is to balance the need to provide warnings as quickly as possible with the need to ensure accuracy and provide helpful safety instructions to our campus community. In order to accomplish this, Purdue ALERT has been designed as a multi-layered approach that will help spread the word quickly and accurately.

B) Multiple communication systems and processes make up Purdue ALERT. Activation of all or part of the overall warning notification system will be decided on by the Incident Commander and senior leadership, as time permits. For most emergency incidents, the IC will relay information to their respective PUPD/PUFD leadership who will determine Purdue ALERT activation. They will direct Purdue Dispatch Center and Marketing & Media personnel to activate the applicable Purdue ALERT layers based on the specific incident.

C) The Purdue ALERT Emergency Warning Notification Plan (attachment 6) provides detailed information on activation protocols and concept of operations.

6.2 Call Center Operations

A) In the event of a significant incident on campus that requires releasing information to family and friends, a toll-free and local-access number will be activated and maintained until Marketing and Media staff determine that information is in general circulation and the information “hotline” is no longer necessary. The purpose of the hotline is to disseminate reliable, confirmed details about an incident to individuals who demonstrate a specific interest in a student, faculty or staff.

B) The training room on the first floor of the Telecommunications Building at University and Second streets is used for the information line/call center. Alternate location is the Purdue Police Station (TERY). When an incident occurs that likely would require a phone bank, a Publications staffer will call the telephone office for assistance. Telephone office personnel are acquainted with the procedures to activate the Call Center and will assist, if possible. All Call Distribution phone procedures are also located in each call center.
C) Determining when it will be activated is the responsibility of the University spokesperson, the assistant vice president for external relations and the Vice President for Marketing and Media or the current senior staff person in Marketing and Media.

D) Publications staff will determine the number of people needed to handle calls and, in consultation with the Office of the Dean of Students, whether a member of that staff will be on site. Publications staff will also call others to work the Call Center when a decision is made on activation.

6.3 Marketing and Media Crisis Communication

A) When an emergency occurs at the University, M & M personnel provide communication support through their Crisis Communication Teams. M & M personnel serve as the University Spokesperson, Crisis Communications Coordinators, News Teams, Video/Photo Teams, Call Center Leaders, Internal Communications, Constituent Relations, and Support Teams.

B) During a Purdue ALERT activation, M & M personnel work directly with the Purdue Police Department personnel to ensure timely warning notifications are made to the Purdue community.

6.4 Satellite Phones

A) Two satellite phones are maintained in the Emergency Preparedness Office for use in a communication outage environment. Operating instructions are located inside each unit’s case. Satellite phones may be used internally or to contact external local, state, or federal agencies.

6.5 Government Emergency Telecommunications Service (GETS)

A) The Government Emergency Telecommunications Service (GETS) provides National Security/Emergency Preparedness (NS/EP) personnel a high probability of completion for their phone calls when normal calling methods are unsuccessful. It is designed for periods of severe network congestion or disruption, and works through a series of enhancements to the Public Switched Telephone Network (PSTN). GETS is in a constant state of readiness. Users receive a GETS “calling card” to access the service. This card provides access phone numbers, Personal Identification Number (PIN), and simple dialing instructions.

B) GETS will only be used when University First Responders are unable to complete emergency calls through normal or alternate telecommunications means using the public telephone network.
C) A binder with a GETS Card is located in the primary and alternate Emergency Operations Centers.
Section 7: Training

7.1 Emergency Preparedness Awareness Training

A) All University departments should ensure their employees are trained on the IEMP. 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.

7.2 Exercises

A) Exercises and drills are a vital part of Purdue’s IEMP. The Director, Campus Emergency Preparedness and Planning will normally conduct various tests, drills and exercises, as resources permit. Exercise development support will also be offered to departments and senior leadership, as requested. Local response agencies will be included in the exercises as available/interested.

B) The Emergency Preparedness Office will also participate in local jurisdiction and departmental exercises, as time allows. Participation is critical to build strong partnerships throughout the Purdue community, county, and state.

C) Building deputies (for major buildings) should also exercise their Building Emergency Plan once per year (see BEP template, attachment 4, for more information).

7.3 After Action Review (AAR) Process Post-Incident or Event

A) The Director, Emergency Preparedness and Planning Office will normally conduct an AAR each time Purdue ALERT is activated. The AAR may be conducted by email or by a scheduled meeting based on the incident or event’s significance.

B) An AAR will also normally be compiled after a major incident, event, or exercise. The AAR meeting will be scheduled as soon as possible after the major incident, event, or exercise and include all appropriate participants. The AAR meeting will focus on any lessons learned and will be followed up by a written report.

C) Lessons Learned from all AARs will be incorporated into an Improvement Plan (maintained in the Emergency Preparedness Office). The plan will be periodically reviewed by PUPD Chief, PUFD Chief, EHPS Senior Director or by other departments, as deemed appropriate.
7.4 National Incident Management System (NIMS) Compliance Training

A) Introduction
1) 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 and state agencies are required to use the NIMS framework in domestic incident management and in support of state and local incident response and recovery activities.
2) 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.) Purdue University embraces NIMS and supports an active training program for employees that require such training. It is critical that University first responders and select University employees comply with NIMS training.

B) Background
1) 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:
(i) “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.”
2) HSPD-5 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. Although Higher Education Institutions (HEIs) are
not specifically addressed in HSPD-5, Purdue University requires its public safety responders to meet the NIMS training standards.

3) The next two sections provide information on the State of Indiana and the Department of Education NIMS expectations.

C) Indiana Department of Homeland Security (IDHS) NIMS Requirement

1) The following information is taken from the IDHS Training Director’s letter dated 2/22/08. It basically describes the states’ expectations for traditional first responders. Purdue University has basically the same responders as other state local jurisdictions. Purdue University NIMS training plan provides the recommend guidance to comply with the state’s NIMS training recommendations as described below:

(i) “The Indiana Department of Homeland Security does not require NIMS compliance from any Indiana public safety agency. The requirements come from the federal level and are enforced through grant funding qualifying standards and through adoption of performance standards such as those established by OSHA. Each department has the responsibility to “self-select, self-certify, and self-regulate” which of their personnel attends which level of training. Much like OHSA compliance, NIMS compliance and justification is the responsibility of the department (employer). So the department head has the responsibility (and potential liability) for identifying which staff member needs to complete which level of ICS training. The department head is also responsible to be able to justify those decisions if challenged by USDHS or OSHA. Incidents have been classified under NIMS typing as follows:

(a) Type 5 – Under one operational period, minimum resources, the only ICS position staffed is the Incident Commander (i.e., single vehicle crash, car fire, missing person search, limited HazMat spill)

(i) ICS-100, ICS-200, and IS-700 apply to the Incident Commander and all “first responders and disaster workers” must have ICS-100 and IS-700, “first line supervisors” must have ICS-100, ICS-200, and IS-700

(b) Type 4 – Limited to one operational period, command and general staff positions activated as needed (i.e., structure fire, protest rally, barricaded suspect, incidents requiring multi-agency response, significant HazMat spill).

(i) ICS-100, ICS-200, and IS-700 apply to the Incident Commander if no Command and General Staff positions are filled. ICS-300 and ICS-400 will apply to the Incident Commander and to those filling Command and General Staff positions if and when any Command and General Staff positions are activated.
(c) Type 3 – May extend into multiple operational periods, some/all command and general staff positions activated (i.e., large industrial fire, tornado, hostage stand-off).
   (i) ICS-100, ICS-200, ICS-300, ICS-400, IS-800 and IS-700 will apply to the Incident Commander and to those filling Command and General Staff positions.

(d) Type 2 – Multiple operational periods, many command and general staff positions filled, state, regional and/or national resources brought in (i.e., devastating flood or earthquake).
   (i) ICS-100, ICS-200, ICS-300, ICS-400, IS-800 and IS-700 will apply to the Incident Commander and to those filling Command and General Staff positions.

(e) Type 1 – Expected to go into multiple operational periods, event of national significance (i.e., major terrorist attack like 9/11 or Katrina level disaster).
   (i) ICS-100, ICS-200, ICS-300, ICS-400, IS-800 and IS-700 will apply to the Incident Commander and to those filling Command and General Staff positions.

(ii) Application of risk management principles to our navigation of the Incident Command System and the requisite training associated seem to lead us to these conclusions:
   (a) If an Incident Commander does not hand off command when not qualified to handle an incident, the Incident Commander could impair response efforts and could expose their agency, and governmental entity to liability for things that go wrong or other failures (such as being fined by OSHA or even being subject to a civil lawsuit).

   (b) If a department does not have anyone trained to the ICS-300 and ICS-400 level, then they are not qualified to manage a Type 4 if any Command and General Staff positions are activated, Type 3, Type 2, or Type 1 incident under the NIMS guidelines. The department could manage a Type 5 incident and some Type 4 incidents but, if during a Type 4, any command and general staff positions are activated then they are again not qualified to run the incident and would need to hand over command to a qualified person from another agency or to a qualified incident management team.

   (iii) In conclusion, every public safety agency or department in the State of Indiana is responsible for first responder training based on their risk analysis, their capabilities, and the duties their responders will be assigned during an emergency. Response personnel should not perform any emergency response operation unless they have been trained to the level required by their job function or responsibility and have been determined by their department as having completed the necessary training. Failure to train is an often used legal challenge used against public safety agencies when incidents are not handled
properly and fines from OSHA or other regulatory agencies are levied for inadequate training or improper actions. Each department head should be aware of the different types of incidents and identify to which type of incidents they and their agency are prepared to respond. If the expectations are only respond to Type 5 incidents, there is less need to have a person(s) trained in ICS-300 and ICS-400. However, the chief should be aware that if a Type 4, Type 3, Type 2, or Type 1 incident does occur in their jurisdiction, they will be expected to hand over the command of the incident to another Incident Commander who is qualified to handle it. Otherwise, the chief and department could face consequences from the judicial system and/or Occupational Safety and Health Standards Administration or other regulatory agency for non-compliance.”

(iv) Purdue University’s Integrated Emergency Management Plan plans for Type 3, 4, and 5 incidents and trains its people to the level indicated in the state’s guidance. Type 1 and 2 incidents will require local, state, and federal assistance. Therefore, University responders would provide support, as needed, to resolve these types of incidents.

D) College and University Requirements
1) In July 2008, the Department of Education's Office of Safe and Drug-Free Schools (OSDFS) released the "NIMS Implementation Activities for Schools and Higher Education Institutions (HEIs).” This guidance was updated in 2009. The Department of Education's guidance provided a set of key campus emergency management activities that are designed to enhance internal and external relationships.

2) The Department of Education recommends all key personnel involved in school emergency management and incident response take the NIMS/ICS training courses and support the implementation of NIMS. However, the guidance also recognizes that due to the uniqueness of HEIs, identification of key personnel will vary among institutions. The guidance allows HEI emergency management teams to use their discretion in identifying key personnel. See the Department of Education’s Readiness and Emergency Management for Schools Technical Assistance website at http://rems.ed.gov/index.php?page=resources_NIMS for more NIMS training recommendations.

3) Once an institution identifies their key personnel, there are mandatory training requirements. The Department of Education’s guidance requires certain key personnel to complete up to six courses in order for an individual or organization to be considered NIMS compliant. They are:
   (i) IS-100: Introduction to the Incident Command System (ICS)
   (ii) IS-200: ICS for Single Resources and Initial Action Incidents
   (iii) ICS-300: Intermediate ICS for Expanding Incidents
   (iv) ICS-400: Advanced Incident Command
   (v) IS-700: NIMS, An Introduction
(vi) IS-800.B: National Response Framework, An Introduction

4) In addition, the Department of Education recommends that “Executive Leaders” also consider taking G-402: Incident Command System Overview for Executive/Senior Officials. However, this course does not fulfill mandatory training requirements for key personnel under NIMS.

5) The Department of Education recommends HEIs identify key personnel based on their roles and responsibilities in the overall emergency management program as well as the specific responsibilities related to emergency preparedness, incident management, or response. These personnel will belong to one of four groups: 1.) Executive Leaders; 2.) General Personnel; 3.) Command Staff; and 4.) Incident Managers.

Key personnel are defined as:

(i) **Executive Leaders:** must be familiar with the comprehensive systems supporting emergency management, even though they may not have a designated role in the incident command system. Executive Leaders are often responsible for making financial, administrative, and managerial decisions supporting the school or HEI emergency management program and will likely have very high-level responsibilities before and after an incident, as opposed to command responsibilities in the field during an actual incident response.

(ii) **General Personnel:** are those with any role in emergency preparedness, incident management, or response.

(iii) **Command Staff:** are personnel assigned to lead any key campus emergency management effort; they have a specific role within the ICS.

(iv) **Incident Managers:** Personnel with a leadership role in command (e.g., district, school or HEI Incident Commander, School Police Chief). These individuals are typically obligated to command and manage incidents that occur on the school or HEI campus in the absence of traditional incident response personnel (local Fire Chief, local Police Chief). These personnel also include those school officials, including school police, who would likely be integrated into a more advanced ICS role (e.g., unified command) should it become necessary.

6) Each key personnel category requires different NIMS courses to be completed as follows:

(i) **Recommended Training:** *Executive Leader (Level 0)*
   (a) Executive Leaders should take the following course:
      (i) G-402: Incident Command System Overview for Executive/Senior Officials

(ii) **Required Training:** *General Personnel (Level 1)*
   (a) Personnel with any role in emergency preparedness, incident management, or response should complete the following TWO courses:
(i) IS-/ICS-700 NIMS: An Introduction  
(ii) IS-/ICS-100 HE An Introduction to ICS for Higher Education  

(iii) **Required Training: Command Staff (Level 2)**  
(a) Command Staff are personnel assigned to lead any campus emergency management effort; they have a specified role within the ICS:  
(i) IS-/ICS-700 NIMS, An Introduction  
(ii) IS-/ICS-100 HE An Introduction to ICS for Higher Education  
(iii) IS-/ICS-200 ICS for Single Resources and Initial Action Incidents  
(iv) IS-/ICS-800.B National Response Framework, An Introduction  

(iv) **Required Training: Incident Managers (Level 3)**  
(a) Personnel with a leadership role in command. These individuals are typically obligated to command and manage incidents that occur on campus. These personnel also include those school officials, including school police, who would likely be integrated into a more advanced ICS role (e.g., unified command) should it become necessary:  
(i) IS-/ICS-700 NIMS, An Introduction  
(ii) IS-/ICS-100 HE An Introduction to ICS for Higher Education  
(iii) IS-/ICS-200 ICS for Single Resources and Initial Action Incidents  
(iv) IS-/ICS-800.B National Response Framework, An Introduction and  
(v) ICS-300 Intermediate ICS for Expanding Incidents  
(vi) ICS-400 Advanced Incident Command  

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7) Since Purdue University has a fully functional fire department (firefighting, emergency medical response, and hazardous materials response) and a fully sworn police department, the NIMS training requirements may exceed what is expected at other HEIs. Purdue University’s NIMS training

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1 ICS-300 and ICS-400 are not available online and must be taken in-classroom through State, Tribal, and local emergency management training programs. ICS-400 is recommended for those personnel who are likely to command and/or manage incidents and potentially be integrated into a more advanced ICS role (i.e., unified command).
program complies with the federal/state requirements and the Department of Education’s expectations for HEIs.

8) Based on the state and Department of Education guidance, Purdue University Emergency Preparedness and Planning Office recommends NIMS training for the identified personnel as specified in the following table.

<table>
<thead>
<tr>
<th>Department/Division</th>
<th>Personnel to be Trained</th>
<th>Training Level (See Above)</th>
</tr>
</thead>
<tbody>
<tr>
<td>President’s Office</td>
<td>• Executive Administrative Assistant</td>
<td>• Level 0</td>
</tr>
<tr>
<td></td>
<td>• President’s Security Officer</td>
<td>• Level 0</td>
</tr>
<tr>
<td>Office of the Executive Vice President for Academic Affairs and Provost</td>
<td>• Assistant Provost</td>
<td>• Level 0</td>
</tr>
<tr>
<td>Office of the Executive Vice President for Business and Finance, Treasurer</td>
<td>• TBD</td>
<td>• Level 0</td>
</tr>
<tr>
<td>Office of the Vice President for Information Technology</td>
<td>• Executive Director, IT Networks and Security</td>
<td>• Level 1</td>
</tr>
<tr>
<td>Office of the Vice President for Marketing and Media</td>
<td>• Assistant VP for External Affairs</td>
<td>• Level 1</td>
</tr>
<tr>
<td></td>
<td>• University PIO</td>
<td>• Level 2</td>
</tr>
<tr>
<td></td>
<td>• Crisis Communication Team</td>
<td>• Level 2</td>
</tr>
<tr>
<td>Office of the Vice President for Student Affairs</td>
<td>• Assistant Vice President</td>
<td>• Level 0</td>
</tr>
<tr>
<td></td>
<td>• Dean of Students</td>
<td>• Level 0</td>
</tr>
<tr>
<td>Physical Facilities</td>
<td>• Vice President</td>
<td>• Level 0</td>
</tr>
<tr>
<td>Intercollegiate Athletics</td>
<td>• Event/Facilities Coordinator</td>
<td>• Level 1</td>
</tr>
<tr>
<td>Environment Health &amp; Public Safety (EHPS)</td>
<td>• Senior Director (also serves as the EOC Director)</td>
<td>• Level 3</td>
</tr>
<tr>
<td>Emergency Preparedness &amp; Planning Office</td>
<td>• Director</td>
<td>• Level 3</td>
</tr>
<tr>
<td></td>
<td>• Assistant Project Director</td>
<td>• Level 3</td>
</tr>
<tr>
<td>Police Department</td>
<td>• Chief &amp; Captains</td>
<td>• Level 3</td>
</tr>
<tr>
<td></td>
<td>• Lieutenants &amp; Sergeants</td>
<td>• Level 2</td>
</tr>
<tr>
<td></td>
<td>• Patrol Officers and Detectives</td>
<td>• Level 2</td>
</tr>
<tr>
<td>Fire Department</td>
<td>• Chief &amp; Asst. Chiefs</td>
<td>• Level 3</td>
</tr>
<tr>
<td></td>
<td>• Captains</td>
<td>• Level 3</td>
</tr>
<tr>
<td></td>
<td>• Firefighters</td>
<td>• Level 2</td>
</tr>
<tr>
<td>Radiological and Environmental</td>
<td>• Director</td>
<td>• Level 3</td>
</tr>
<tr>
<td>Management (REM)</td>
<td>Hazardous Materials Manager</td>
<td>Level 1</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td></td>
<td>Environmental Health Officer</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Construction Health &amp; Safety Manager</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Senior Industrial Hygienist</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Environmental Regulatory Advisor</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Technicians</td>
<td>Level 1</td>
</tr>
<tr>
<td>Fire Protection &amp; Special Services</td>
<td>Director</td>
<td>Level 2</td>
</tr>
<tr>
<td></td>
<td>Assistant Fire Protection Engineer</td>
<td>Level 2</td>
</tr>
<tr>
<td></td>
<td>Fire Safety Specialist</td>
<td>Level 2</td>
</tr>
<tr>
<td>Buildings &amp; Grounds</td>
<td>Senior Director</td>
<td>Level 2</td>
</tr>
<tr>
<td></td>
<td>Director, Building Services</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Director, Grounds</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Director, Building Operations &amp; Management</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>O&amp;M General Managers (3)</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Building Services General Mgrs (3)</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Grounds Supervisors (4)</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>B&amp;G Supervisors (40+)</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Service Enterprises Supervisors</td>
<td>Level 1</td>
</tr>
<tr>
<td>Engineering, Energy &amp; Sustainability</td>
<td>Senior Director</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Utilities Director</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Utility Plant Manager</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Utility Operations Manager</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Engineering Manager</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Construction Superintendent</td>
<td>Level 1</td>
</tr>
<tr>
<td>Service Enterprises</td>
<td>Senior Director</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>Airport Director</td>
<td>Level 2</td>
</tr>
<tr>
<td></td>
<td>Transportation Director</td>
<td>Level 1</td>
</tr>
<tr>
<td>PF Fiscal Affairs &amp; Computing Services</td>
<td>Senior Fiscal Director</td>
<td>Level 1</td>
</tr>
<tr>
<td></td>
<td>EHPS Business Manager</td>
<td>Level 2</td>
</tr>
<tr>
<td>Residence Halls</td>
<td>Assistant Director Facilities and Maintenance</td>
<td>Level 1</td>
</tr>
<tr>
<td>Housing and Food Services</td>
<td>TBD</td>
<td>Level 1</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Manager</td>
<td>Level 1</td>
</tr>
<tr>
<td>University Student Health Department</td>
<td>Director</td>
<td>Level 2</td>
</tr>
<tr>
<td></td>
<td>All health personnel as determined by the director</td>
<td>Level 1</td>
</tr>
<tr>
<td>Purdue Homeland Security Institute</td>
<td>All personnel</td>
<td>Level 1</td>
</tr>
<tr>
<td>Campus Safety &amp; Emergency Preparedness</td>
<td>All members (unless previously identified above)</td>
<td>Level 1</td>
</tr>
<tr>
<td>Committee</td>
<td>Building Deputies</td>
<td>Level 1</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Various departments</td>
<td>• Building Deputies</td>
<td>• Level 1</td>
</tr>
</tbody>
</table>
Section 8: Purdue University Emergency Management Plans

8.1 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 Management Plan (IEMP) contains policies, guidelines, and procedures to follow before, during and after an emergency. The IEMP integrates emergency preparedness activities into one document. It is the focal point for University planning and preparedness procedures.

8.2 Short descriptions of the major plans contained in the IEMP are listed below:

A) **Emergency Support Function Annexes**—Attachment 1. ESF annexes provide basic information on available internal and external departments and agencies that might be needed for an incident that affects Purdue University.

B) **Emergency Preparedness Strategic Plan**—Attachment 2. 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.

C) **Emergency Procedures Guide**—Attachment 3. The flip style guide 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.

D) **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.

E) **Emergency Operations Center Handbook**—Attachment 5. 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.

F) **Purdue ALERT: Emergency Warning Notification Plan**—Attachment 6. Purdue ALERT is comprised of multilayered communications processes that formalize the University’s emergency warning notification system.
G) **At Risk Populations Plan**—Attachment 7. The purpose of this document is to provide a framework for Purdue University West Lafayette campus emergency response personnel working with members of the Purdue community who may need additional assistance in times of emergency.

H) **Mental Health Resources Plan**—Attachment 8. The plan serves as a source of information that provides feasible intervention and response methods.

I) **Infectious Disease Plan**—Attachment 9. The plan provides basic procedures, resources, and guidance in preventing, preparing, and responding to communicable disease outbreaks and emergent infectious diseases.

J) **Executive Leadership Policy Group Guide**—Attachment 10. The Guide provides the procedures for senior leadership to conduct emergency meetings to determine the University strategic course of action after a major disaster has struck the University.

8.3 The following plans are reviewed to ensure they comply with IEMP direction and guidance. Copies of the plans are kept in the EP Office.

A) Wade Power Plant Emergency Plan

B) Purdue Water Utility Emergency Response Plan

C) Airport Emergency Plan

D) Animal Crisis Plan
Section 9: Plan Maintenance & Location

9.1 Plan Maintenance & Revisions:

A) The Purdue University Integrated Emergency Management Plan is re-examined and amended as needed or annually by the Emergency Preparedness Office. At a minimum, the plan will be coordinated with Environmental Health and Public Safety personnel. Coordination by other departments will be requested, as needed by plan revisions.

1) 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.

B) The Campus Safety & Emergency Preparedness (CS & EP) Committee (the University’s Emergency Preparedness Advisory Committee) will be briefed on any changes to the IEMP as well as “what’s new” in the preparedness arena at the monthly CS & EP Committee meetings.

1) The Committee provides general oversight for the entire planning process and meets to address emergency preparedness, response, and recovery issues.

9.2 Plan Distribution List

<table>
<thead>
<tr>
<th>Location</th>
<th># of Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master Binder—Campus Emergency Preparedness Office…TERY</td>
<td>1</td>
</tr>
<tr>
<td>President’s Office…HOVD</td>
<td>1</td>
</tr>
<tr>
<td>EVPT’s Office…HOVD</td>
<td>1</td>
</tr>
<tr>
<td>Provost’s Office…HOVD</td>
<td>1</td>
</tr>
<tr>
<td>VPPF…FREH</td>
<td>1</td>
</tr>
<tr>
<td>Police Department…TERY (PUPD Chief &amp; PDC)</td>
<td>2</td>
</tr>
<tr>
<td>Fire Department…DMNT (2- PUFD Chief &amp; 1- Fire Training LT)</td>
<td>3</td>
</tr>
<tr>
<td>EHPS…LMSB</td>
<td>1</td>
</tr>
<tr>
<td>Primary Emergency Operations Center…Terry Conference Room…TERY</td>
<td>5</td>
</tr>
<tr>
<td>Secondary Emergency Operations Center…Telecommunication Building Training Room…TEL</td>
<td>1</td>
</tr>
<tr>
<td>Mobile Command Center…DMNT</td>
<td>1</td>
</tr>
<tr>
<td>TEMA Director</td>
<td>1</td>
</tr>
<tr>
<td>Role</td>
<td>Count</td>
</tr>
<tr>
<td>----------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>B &amp; G Senior Director</td>
<td>1</td>
</tr>
<tr>
<td>Tippecanoe County Health Department</td>
<td>1</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>1</td>
</tr>
<tr>
<td>Stuart &amp; Branigin</td>
<td>1</td>
</tr>
<tr>
<td>Purdue Calumet (PD Chief)</td>
<td>1</td>
</tr>
<tr>
<td>Purdue Ft Wayne (PD Chief)</td>
<td>1</td>
</tr>
<tr>
<td>Purdue North Central (PD Chief)</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>26</strong></td>
</tr>
</tbody>
</table>
Section 10: POLICIES

10.1 The University Policy Office’s website is the definitive source for the most current Purdue University system-wide policies. Click the following link for the current policies…http://www.purdue.edu/policies/index.html. Key policies are:

A) Adverse Weather Conditions (IV.A.6)
B) Campus Security and Crime Statistics (IV.A.2)
C) Environmental Health and Safety Compliance (IV.A.4)
D) Violent Behavior (IV.A.3)
E) Use and Assignment of University Facilities, Regulations Governing (IV.B.1)

10.2 Severe Weather-Tornadoes & Thunderstorms Letter, (pdf located on the EP website)

10.3 Tippecanoe County Emergency Travel Advisory Ordinance
http://www.tippecanoe.in.gov/egov/docs/1322595924_148834.pdf

10.4 Your Campus Your Safety Publication
A) http://www.purdue.edu/police/pdf/YourCampus.pdf for a current copy of the University’s annual security and fire report.
Section 11: Glossary and Abbreviations

GLOSSARY*

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

American Red Cross: The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Assumptions (Management): Statements of conditions accepted as true and that have influence over the development of a system. In emergency management, assumptions provide context, requirements, and situational realities that must be addressed in system planning and development and/or system operations. When these assumptions are extended to specific operations, they may require re-validation for the specific incident.

Assumptions (Preparedness): Operationally relevant parameters that are expected and used as a context, basis, or requirement for the development of response and recovery plans, processes, and procedures. For example, the unannounced arrival of patients to a healthcare facility occurs in many mass casualty incidents. This may be listed as a preparedness assumption in designing initial response procedures. Similarly, listing the assumption that funds will be available to train personnel on a new procedure may be important to note.

Assumptions (Response): Operationally relevant parameters for which, if not valid for a specific incident’s circumstances, the EOP-provided guidance may not be adequate to assure response success. Alternative methods may be needed. For example, if a decontamination capability is based on the response assumption that the facility is not within the zone of release, this assumption must be verified at the beginning of the response.

Acquisition Procedures: Used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.
**Agency Administrator/Executive:** The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

**Agency Dispatch:** The agency or jurisdictional facility from which resources are sent to incidents.

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**All-Hazards:** Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

**Allocated Resources:** Resources dispatched to an incident.

**Area Command:** An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision making.

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.
**Attack:** A hostile action taken against the United States by foreign forces or terrorists, resulting in the destruction of or damage to military targets, injury or death to the civilian population, or damage to or destruction of public and private property.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Badging:** Based on credentialing and resource ordering, provides incident-specific credentials and can be used to limit access to various incident sites.

**Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**Cache:** A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**Camp:** A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Capabilities-based planning:** Planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-based planning addresses uncertainty by analyzing a wide range of scenarios to identify required capabilities.

**Certifying Personnel:** Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
Checklist: Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Citizen Corps Council: Councils sponsored by government at local, state, tribal, territorial, and national level with the mission of bringing community and government leaders together to involve community members in all-hazards emergency preparedness, planning, mitigation, response, and recovery.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: Offers an overview of an incident thereby providing incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multiagency coordination system (MACS) for an incident until other elements of MACS are formally established.

Community: A political entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each State defines its own political subdivisions and forms of government.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.
**Contamination:** The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

**Continuity of Government (COG):** Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the pre-delegation of emergency authority, and active command and control during response and recovery operations.

**Continuity of Operations (COOP) Plans:** Planning should be instituted (including all levels of government) across the private sector and nongovernmental organizations, as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Corrective Actions:** Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

**Credentialing:** Providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders.

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

**Damage Assessment:** The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks) resulting from a man-made or natural disaster.

**Decontamination:** The reduction or removal of a chemical, biological, or radiological material from the surface of a structure, area, object, or person.

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of
Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

**Demobilization:** The orderly, safe, and efficient return of an incident resource to its original location and status.

**Department Operations Center (DOC):** An emergency operations center (EOC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

**DHS:** Department of Homeland Security

**Director:** The Incident Command System title for individuals responsible for supervision of a Branch.

**Disaster:** An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Guide, a “large-scale disaster” is one that exceeds the response capability of the Local jurisdiction and requires State, and potentially Federal, involvement. As used in the Stafford Act, a “major disaster” is “any natural catastrophe [...] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to supplement the efforts and available resources or States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.” (Stafford Act, Sec. 102(2), 42 U.S.C. 5122(2).

**Disaster Recovery Center:** Places established in the area of a Presidentially declared major disaster, as soon as practicable, to give victims the opportunity to apply in person for assistance and/or obtain information related to that assistance. DRCs are staffed by Local, State, and Federal agency representatives, as well as staff from volunteer organizations (e.g., the American Red Cross).

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control
of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

**Emergency:** Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Assistance Compact (EMAC):** A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

**Emergency Management/Response Personnel:** Includes Federal, State, territorial, tribal, substate regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

**Earthquake:** The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth’s surface.

**Emergency Medical Services:** Services, including personnel, facilities, and equipment required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). Further, EMS specifically includes those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

**Emergency Operations Plan:** A document that: describes how people and property will be protected in disaster and disaster threat situations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and
other resources available for use in the disaster; and outlines how all actions will be coordinated.

**Emergency Public Information**: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Support Function**: In the NRF, a functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and maintain public safety. ESFs represent those types of Federal assistance that a State will most likely need because of the impact of a catastrophic or significant disaster on its own resources and response capabilities, or because of the specialized or unique nature of the assistance required. ESF missions are designed to supplement State and Local response efforts.

**Evacuation**: Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.

- **Spontaneous Evacuation**. Residents or citizens in the threatened areas observe an emergency event or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel are unorganized and unsupervised.

- **Voluntary Evacuation**. This is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are NOT required to evacuate; however, it would be to their advantage to do so.

- **Mandatory or Directed Evacuation**. This is a warning to persons within the designated area that an imminent threat to life and property exists and individuals MUST evacuate in accordance with the instructions of local officials.

**Evacuees**: All persons removed or moving from areas threatened or struck by a disaster.

**Event**: See Planned Event.

**Federal**: Of or pertaining to the Federal Government of the United States of America.

**Federal Coordinating Officer**: The person appointed by the President to coordinate Federal assistance in a Presidentially declared emergency or major disaster. The FCO is a senior FEMA official trained, certified, and well experienced in emergency management, and specifically appointed to coordinate Federal support in the response to and recovery from emergencies and major disasters.

**FEMA**: Federal Emergency Management Agency
Field Assessment Team: A small team of pre-identified technical experts who conduct an assessment of response needs (not a preliminary damage assessment) immediately following a disaster. The experts are drawn from the Federal Emergency Management Agency, other agencies and organizations (e.g., U.S. Public Health Service, U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, and American Red Cross) and the affected State(s). All FAT operations are joint Federal/State efforts.

Field Operations Guide: Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Flash Flood: Follows a situation in which rainfall is so intense and severe and runoff is so rapid that recording the amount of rainfall and relating it to stream stages and other information cannot be done in time to forecast a flood condition.

Flood: A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Government Emergency Telecommunications Service (GETS): A White House-directed emergency phone service provided by the National Communications System (NCS) in the Office of Cybersecurity and Communications Division, National Protection and Programs Directorate, Department of Homeland Security. GETS supports Federal, State, local, and tribal government, industry, and non-governmental organization (NGO) personnel in performing their National Security and Emergency Preparedness (NS/EP) missions. GETS provides emergency access and priority processing in the local and long distance segments of the Public Switched Telephone Network (PSTN). It is intended to be used in an emergency or crisis situation when the PSTN is congested and the probability of completing a call over normal or other alternate telecommunication means has significantly decreased.
Governor’s Authorized Representative: The person empowered by the Governor to execute, on behalf of the State, all necessary documents for disaster assistance.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and resources in the Operations Section. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Hazard Mitigation: Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.

Hazardous Material: Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people’s health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

High-Hazard Areas: Geographic locations that, for planning purposes, have been determined through historical experience and vulnerability analysis to be likely to experience the effects of a specific hazard (e.g., hurricane, earthquake, hazardous materials accident) that would result in a vast amount of property damage and loss of life.

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities- and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.


Identification and Authentication: For security purposes, process required for individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports).
Incident: An occurrence or event, natural or human caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional,
Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions. Interagency teams composed of subject matter experts and incident management professionals. IMT personnel may be drawn from national or regional Federal department and agency staff according to established protocols. IMTs make preliminary arrangements to set up Federal field facilities and initiate establishment of the JFO.

**Incident Objectives:** Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Information Management:** The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

**Initial Actions:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Intelligence/Investigations:** Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

**Interoperability:** The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

**Job Aid:** Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

**Joint Field Office (JFO):** A temporary Federal facility established locally to provide a central point for Federal, State, tribal, and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.
Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: Multiple definitions are used. Each use depends on the context:
- A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., City, County, Tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).
- A political subdivision (Federal, State, County, Parish, Municipality) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries. Mass Care

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107?296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.
**Logistics Section:** The Section responsible for providing facilities, services, and material support for the incident.

**Management by Objectives:** A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

**Managers:** Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

**Metrics:** Measurable standards that are useful in describing a resource's capability.

**Mitigation:** Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

**Mobilization:** The process and procedures used by all organizations-Federal, State, tribal, and local—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Mobilization Guide:** Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

**Multiagency Coordination (MAC) Group:** Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination System(s) (MACS):** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment,
personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centers and MAC Groups. These systems assist agencies and organizations responding to an incident.

**Multijurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

**Mutual Aid and Assistance Agreement:** Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

**National:** Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

**National Incident Management System (NIMS):** Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

**National Infrastructure Protection Plan (NIPP):** Provides a coordinated approach to critical infrastructure and key resources protection roles and responsibilities for Federal, State, tribal, local, and private-sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources that will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster.

**National Integration Center (NIC) Incident Management Systems Integration Division:** Established by the Secretary of Homeland Security to provide strategic direction for and oversight of NIMS by supporting both routine maintenance and the continuous refinement of the system and its components over the long term. The Center oversees all aspects of NIMS including the development of compliance criteria and implementation activities at Federal, State, and local levels. It provides guidance and support to jurisdictions and incident management and responder organizations as they adopt the system.

**National Planning Scenarios:** Planning tools that represent a minimum number of credible scenarios depicting the range of potential terrorist attacks and natural disasters and related impacts facing our Nation. They form a basis for coordinated Federal planning, training, and exercises.

**National Preparedness Guidelines:** Guidance that establishes a vision for national preparedness and provides a systematic approach for prioritizing preparedness efforts
across the Nation. These Guidelines focus policy, planning, and investments at all levels of government and the private sector. The Guidelines replace the Interim National Preparedness Goal and integrate recent lessons learned.

**National Preparedness Vision:** Provides a concise statement of the core preparedness goal for the Nation.

**National Response Framework (NRF):** Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decisionmakers, and supporting entities to provide a unified national response.

**NFPA:** National Fire Protection Association

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

**Operations Section:** The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

**Organization:** Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

**Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command
System principles and processes are functional and that personnel are working within established incident management guidelines.

**Plain Language:** Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

**Planned Event:** A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

**Planning Meeting:** A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

**Planning Section:** The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Pre-Positioned Resources:** Resources moved to an area near the expected incident site in response to anticipated resource needs.

**Preparedness:** Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

**Preparedness Organizations:** The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement
operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**Protocols:** Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

**Public Information:** Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

**Publications Management:** Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed to restore the affected area or community.

**Reimbursement:** Mechanism used to recoup funds expended for incident-specific activities.

**Resource Management:** Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

**Resource Tracking:** A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.
**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

**Response:** Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

**Retrograde:** To return resources back to their original location.

**Safety Officer:** A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

**Scenario-Based Planning:** Planning approach that uses a Hazard Vulnerability Assessment to assess the hazard’s impact on an organization on the basis of various threats that the organization could encounter. These threats (e.g., hurricane, terrorist attack) become the basis of the scenario.

**Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

**Senior Official:** The elected or appointed official who, by statute, is charged with implementing and administering laws, ordinances, and regulations for a jurisdiction. He or she may be a mayor, city manager, etc.

**Service Animal:** Any guide dog, signal dog, or other animal individually trained to assist an individual with a disability. Service animals’ jobs include, but are not limited to:
- Guiding individuals with impaired vision;
- Alerting individuals with impaired hearing (to intruders or sounds such as a baby’s cry, the doorbell, and fire alarms);
- Pulling a wheelchair;
- Retrieving dropped items;
- Alerting people to impending seizures; and
- Assisting people with mobility disabilities with balance or stability.

**Single Resource:** Individual personnel, supplies, and equipment items, and the operators associated with them.

**Situation Report:** Document that often contains confirmed or verified information regarding the specific details relating to an incident.
Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.


State Coordinating Officer: The person appointed by the Governor to coordinate State, Commonwealth, or Territorial response and recovery activities with FRP-related activities of the Federal Government, in cooperation with the Federal Coordinating Officer.

State Liaison: A Federal Emergency Management Agency official assigned to a particular State, who handles initial coordination with the State in the early stages of an emergency.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.
**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

**Substate Region:** A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

**Supervisor:** The Incident Command System title for an individual responsible for a Division or Group.

**Supporting Agency:** An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

**Supporting Technology:** Any technology that may be used to support NIMS. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications.

**System:** An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

**Tactics:** Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

**Target Capabilities List:** Defines specific capabilities that all levels of government should possess in order to respond effectively to incidents.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

**Technical Specialist:** Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

**Technology Standards:** Standards for key systems may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.
Technology Support: Facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tornado: A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds may reach 300 miles per hour or higher.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.
Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Universal Task List: A menu of unique tasks that link strategies to prevention, protection, response, and recovery tasks for the major events represented by the National Planning Scenarios. It provides a common vocabulary of critical tasks that support development of essential capabilities among organizations at all levels. The List was used to assist in creating the Target Capabilities List.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g. Base Camp Manager), but many others will be assigned as Technical Specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

Volunteer: For the purposes of NIMS, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101

Warning: The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause. A warning issued by the National Weather Service (e.g., severe storm warning, tornado warning,
tropical storm warning) for a defined area indicates that the particular type of severe weather is imminent in that area.

**Watch:** Indication by the National Weather Service that, in a defined area, conditions are favorable for the specified type of severe weather (e.g., flash flood, severe thunderstorm, tornado, tropical storm).

*The above definitions were taken from FEMA’s ICS-100 course material and the Comprehensive Preparedness Guide (CPG) 101, A Guide for All-Hazard Emergency Operations--Planning for State, Territorial, Local, and Tribal Governments*
### LIST OF ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>After Action Review</td>
</tr>
<tr>
<td>ARC</td>
<td>American Red Cross</td>
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<tr>
<td>ARES</td>
<td>Amateur Radio Emergency Service</td>
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<tr>
<td>BD</td>
<td>Building Deputy</td>
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<tr>
<td>BEP</td>
<td>Building Emergency Plan</td>
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<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, and/or Nuclear Explosive</td>
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<tr>
<td>CCC</td>
<td>Citizen Corps Council</td>
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<tr>
<td>CERT</td>
<td>Community Emergency Response Team</td>
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<tr>
<td>C-CERT</td>
<td>Campus--Community Emergency Response Team</td>
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<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
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<tr>
<td>COG</td>
<td>Continuity of Government</td>
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<tr>
<td>CONOPS</td>
<td>Concept of Operations</td>
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<tr>
<td>COOP</td>
<td>Continuity of Operations</td>
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<tr>
<td>CP</td>
<td>Command Post</td>
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<tr>
<td>CPG</td>
<td>Comprehensive Preparedness Guide</td>
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<tr>
<td>CSEPP</td>
<td>Chemical Stockpile Emergency Preparedness Program</td>
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<tr>
<td>DEOC</td>
<td>Department Emergency Operations Center</td>
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<tr>
<td>DHS</td>
<td>U.S. Department of Homeland Security</td>
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<tr>
<td>DMORT</td>
<td>Disaster Mortuary Operational Response Team</td>
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<tr>
<td>DNR</td>
<td>Department of Natural Resources</td>
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<tr>
<td>DoD</td>
<td>U.S. Department of Defense</td>
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<td>DOJ</td>
<td>U.S. Department of Justice</td>
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<td>DOT</td>
<td>U.S. Department of Transportation</td>
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<tr>
<td>EAA</td>
<td>Emergency Assembly Area</td>
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<tr>
<td>EAS</td>
<td>Emergency Alert System</td>
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<tr>
<td>EHPS</td>
<td>Environmental Health and Public Safety</td>
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<tr>
<td>ELPG</td>
<td>Executive Leadership Policy Group</td>
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<tr>
<td>EM</td>
<td>Emergency Management</td>
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<tr>
<td>EMAC</td>
<td>Emergency Management Assistance Compact</td>
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<td>EMAP</td>
<td>Emergency Management Accreditation Program</td>
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<td>EMS</td>
<td>Emergency Medical Service</td>
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<tr>
<td>EPH</td>
<td>Emergency Procedures Handbook</td>
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<td>Emergency Operations Center</td>
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<td>EOC Handbook</td>
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<td>EOP</td>
<td>Emergency Operations Plan</td>
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<td>EPA</td>
<td>U.S. Environmental Protection Agency</td>
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<td>EPCRA</td>
<td>Emergency Planning and Community Right-to-Know Act</td>
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<td>ESF</td>
<td>Emergency Support Function</td>
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<td>EVPT</td>
<td>Executive Vice-President &amp; Treasurer</td>
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<td>FAA</td>
<td>Federal Aviation Administration</td>
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<td>FBI</td>
<td>Federal Bureau of Investigation</td>
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<tr>
<td>FCO</td>
<td>Federal Coordinating Officer</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>FDA</td>
<td>Food and Drug Administration</td>
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<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
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<td>Federal Highway Authority</td>
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<td>Federal Insurance Administration</td>
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<td>FOG</td>
<td>Field Operations Guide</td>
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<td>Government Emergency Telecommunications Service</td>
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<td>Geographic Information System</td>
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<td>GPS</td>
<td>Global Positioning System</td>
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<td>HAZMAT</td>
<td>Hazardous material(s)</td>
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<td>HSEEP</td>
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<td>IAP</td>
<td>Incident Action Plan; Initial Action Plan</td>
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<td>Incident Command Post</td>
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<td>ICS</td>
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<td>Integrated Emergency Management Plan</td>
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<td>Incident Management Assistance Team</td>
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<td>Joint Information Center</td>
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<td>LEOC</td>
<td>Local Emergency Operations Center</td>
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<td>Local Emergency Planning Committee</td>
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<td>LL</td>
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<td>MACS</td>
<td>Multiagency Coordination System</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>MRC</td>
<td>Medical Reserve Corps</td>
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<td>NEMA</td>
<td>National Emergency Management Association</td>
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<td>NFIP</td>
<td>National Flood Insurance Program</td>
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<td>National Fire Protection Association</td>
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<tr>
<td>NGO</td>
<td>Nongovernmental Organization</td>
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<td>NIC</td>
<td>National Integration Center</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<tr>
<td>NLT</td>
<td>Not Less Than</td>
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<td>NPG</td>
<td>National Preparedness Guidelines</td>
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<tr>
<td>NPS</td>
<td>National Planning Scenarios</td>
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<td>NRC</td>
<td>U.S. Nuclear Regulatory Commission</td>
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<td>NRF</td>
<td>National Response Framework</td>
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<td>National Transportation Safety Board</td>
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<td>National Weather Service</td>
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<td>OSHA</td>
<td>Occupational Safety and Health Administration</td>
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<td>PDA</td>
<td>Preliminary Damage Assessment</td>
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<tr>
<td>PIO</td>
<td>Public Information Officer</td>
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<td>PUFD</td>
<td>Purdue University Fire Department</td>
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<tr>
<td>PUIC</td>
<td>Purdue University Incident Commander</td>
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<td>PUPD</td>
<td>Purdue University Police Department</td>
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<td>PUSH</td>
<td>Purdue University Student Health</td>
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<td>RACES</td>
<td>Radio Amateur Civil Emergency Services</td>
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</table>
REPP      Radiological Emergency Preparedness Program
RRCC      Regional Response Coordination Center
RRP       Regional Response Plan
RST       Regional Support Team
RTO       Recovery Time Objective
SBA       Small Business Administration
SCO       State Coordinating Officer
SERC      State Emergency Response Commission
SLG       State and Local Guide
SO        Senior Official (elected or appointed)
SOP       Standard Operating Procedure
TCL       Target Capabilities List
TOPPLEF  Training, Organization, Plans, People, Leadership, and Management
UC        Unified command
USDA      U.S. Department of Agriculture
USGS      U.S. Geological Survey
UTL       Universal Task List
VOAD      Volunteer Organization Active in Disaster
VIPS      Volunteers in Police Service
VPPF      Vice President Physical Facilities
WMD       Weapons of Mass Destruction

*Some of the above acronyms were taken from FEMA’s Comprehensive Preparedness Guide (CPG) 101, A Guide for All-Hazard Emergency Operations--Planning for State, Territorial, Local, and Tribal Governments*