



UNIVERSITY OF INDIANAPOLIS
COMPREHENSIVE EMERGENCY
MANAGEMENT PLAN

Emergency Planning Guidelines for the University of Indianapolis

July 2019

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Letter of Promulgation

University of Indianapolis
Office of the President

Dear Emergency Partners and Stakeholders,

The University of Indianapolis (UIndy) continues to make security and safety of all faculty, students, staff, and visitors one of its highest priorities. As such, the very real and devastating impacts of emergencies and disasters must prompt all of us to work together to ensure we can be prepared to meet extraordinary challenges when called upon to respond to crisis situations.

To that end, we have developed this, the *Comprehensive Emergency Management Plan (CEMP)*, to be the guiding and foundational document for maintaining a viable emergency preparedness program for our campus. The CEMP is an all-hazard, functional -based document, addressing the greatest risks and threats to the campus and outlining the key resources and necessary actions to prevent, respond and recover from those threats.

The CEMP is multi-layered document consisting of the following:

- A **Basic Plan**, which orients partners and stakeholders to the UIndy emergency management program.
- **Annexes** which are developed to address specific hazards or provide greater detail for those actions needed to respond to and recover from emergency and disaster situations.
- Appendices, procedures, and checklists used to perform specific tasks.

The UIndy Emergency Planning Committee, in cooperation with the office of the Indianapolis Division of Homeland Security, and the Indiana Department of Homeland Security has developed the CEMP and will facilitate the ongoing revision and maintenance of this document. The UIndy Emergency Preparedness Committee will also take the necessary steps to ensure the CEMP is consistent with similar state, county, and municipal plans and is evaluated through discussion and operationally-based exercises on a regular basis.

Letter of Agreement

July 12, 2019

University of Indianapolis Comprehensive Emergency Management Plan

Dear Emergency Preparedness Partners and Stakeholders:

The University of Indianapolis Comprehensive Emergency Management Plan (CEMP) establishes the foundation and guidance for implementing the actions to prepare for, respond to and recover from emergencies and disasters impacting the campus and the campus community. The CEMP will work under the assumption significant incidents have the potential to overwhelm the ability for UIndy to perform daily operations and in turn, may require the usage and activation of additional resources for life safety, property protection, and incident stabilization.

The CEMP is functionally-based and takes an all-hazards approach in its application of response and recovery actions, utilizing a wide range of personnel and resources to build and maintain a comprehensive approach to disaster operations.

For purposes of establishing the CEMP, the following offices and departments agree to provide support during emergencies and disasters. Each will carry out their assigned responsibilities as outlined in this document. In addition, these offices and departments further agree to implement planning efforts and participate in emergency training and exercise activities as identified by the University of Indianapolis emergency planning committee.

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I. INTRODUCTION

A. Purpose

The purpose of the UIndy Comprehensive Emergency Management Plan (CEMP) is to set the overall priorities for the management and coordination of emergencies and disasters occurring on the UIndy campus, regardless of size, complexity or whether hazards are natural, human-caused, or technological.

B. Mission

The overarching mission for emergency management is to collaborate with partners internal and external to the University to develop and maintain a comprehensive, system-wide, all-hazards emergency preparedness program which enables the University to prevent, mitigate, prepare for, respond to, provide continuity during, and provide recovery from any incident, and builds resilience throughout all processes.

C. Scope

The CEMP shall address all hazards which may impact the campus as identified in such documents as the UIndy Campus Hazard Identification and Risk Assessment, Marion County Hazard Mitigation Plan, and other applicable threat and vulnerability studies completed on the UIndy campus.

Taking an all-hazards approach to emergencies and disasters ensures effective coordination can take place, maximizing the usage of personnel and resources as well as providing for the timely and accurate flow of incident information.

The CEMP outlines UIndy's ability to prepare for, respond to, and recover from crisis situations and provides for:

1. A general framework for the effective use by the campus, private sector stakeholders, and other volunteer resources.
2. An outline of the responsibilities and associated tasks for response partners.
3. A summary of the priorities for prevention/mitigation, preparedness, response and recovery actions.

D. Situation

The following is a general overview of the UIndy campus and the potential hazards and threats it may face.

1. UIndy is located in the City of Indianapolis, south of downtown. The campus offers 121 majors and programs in 6 colleges/schools. It has a student population of approximately 5500 and a faculty and staff population of 1034.
2. The UIndy campus encompasses 117 acres with a total of 33 campus buildings. Campus facilities consist of over 1,447,262 square feet of academic, administrative, and auxiliary space. There are on-campus housing facilities at UIndy. See **Figure 1** on page 2.

PARKING AREA DESIGNATIONS AND RESTRICTIONS



UNIVERSITY of INDIANAPOLIS

CAMPUS BUILDINGS

- A** Krannert Memorial Library
- B** Sease Wing (Library)
- C** Christel DeHaan Fine Arts Center
- D** Smith Mall
- E** Esch Hall (Admissions)
- F** Ransburg Auditorium
- G** Schwitzer Student Center
- H** Martin Hall
- I** Lilly Science Hall
- J** Zerfas Wing (Lilly Hall)
- K** Physical Plant
- L** Cory Bretz Hall
- M** Central Hall
- N** Crowe Hall
- O** East Hall
- P** Ruth Lilly Center
- Q** Nicoson Hall
- R** Key Stadium
- S** Good Hall
- T** Stierwalt Alumni
- U** President's Home
- V** Cravens Hall
- W** Warren Hall
- X** Athletic Development
- Y** Greyhound Village Apartments
- Z** Police Department
- AA** Athletics & Recreation Center
- BB** Roberts Hall
- CC** Undy Health Pavilion
- DD** Baseball Field
- EE** Softball Field
- FF** Athletic Practice Field
- GG** University Heights
- HH** United Methodist Church
- UL** University Lofts

LOT OR AREA NUMBER

PRIVILEGES/NOTATIONS

- 1** Shelby & Hanna..... Yellow (CA, GR) Permits
- 2** Library West..... Red (FR) Freshmen Residents, Yellow (CA, GR), Grey (GV1, GV2) Residents
- 3** Library West..... Visitor, Red, Green & Yellow Permits
- 4** Krannert Memorial Library.....Reserved, Green (H) Staff
- 5** Library Northwest..... Visitor, Red, Green & Yellow Permits
- 6** Martin Hall..... Green (A) - Faculty & Staff
- 7** Physical Plant..... Green (B) - Faculty & Staff
- 8A** North Residence Halls..... Red (NR) North Residents & Yellow Permits
- 8B** North Residence Halls..... Red (FR) Freshmen Residents
- 9** Police Department..... Visitor, Red, Green & Yellow Permits
- 10** Methodist Church..... Green (C) Faculty & Staff
- 11** Lilly East..... Green (C) Faculty & Staff
- 12** Overflow Parking / Gravel Lot.....Visitor, Green & Yellow Permits
- 13** Athletics Practice Field.....Visitor, Green (Q) Faculty & Staff
- 14** Nicoson Hall..... Green (C) Faculty & Staff
- 14V** Nicoson Hall South Row.....Visitor Pass Required
- 15** Overflow Parking / Gravel Lot.....Visitor, Green & Yellow Permits
- 16** Esch East..... No Permit or Pass Required
- 17** Nicoson Hall East.....Green (D) Yellow (CA, GR) Permits
- 18** Good Hall.....Green (E) Permits
- 19** Undy Health Pavilion..... Green (F) Permits
- 20** Stierwalt Alumni House.....Red (FR) Freshmen Residents
- 21** South Residence Hall Lot.....Red (SR) South Residents
- 22A** Health Pavilion South..... Green (F) Faculty & Staff
- 22B** Health Pavilion South.....Yellow (CA, GR) Permits
- 23** Overflow Parking / Grass Lot..... No Permit or Pass Required
- 24** Overflow Parking / Grass Lot..... No Permit or Pass Required
- 25** Overflow Parking / Grass Lot..... No Permit or Pass Required
- 26** ARC (Athletics & Recreation Center).....Green (D) Yellow (CA, GR) Permits
- 6V1** Greyhound Village..... Grey (GV1) Residents
- 6V2** Greyhound Village..... Grey (GV2) Residents
- UL1** University Lofts..... Grey (UL1) Residents

VISITOR PARKING AT A GLANCE

- Visitor, No Permit or Pass Required..... Lots: 3, 5, 9, 12, 15, 16, 23, 24, 25
- Visitor, Pass Required..... Lot: 14V

FOR AN INTERACTIVE MAP, VISIT MAP.UINDY.EDU

Map of the University of Indianapolis

Figure 1

3. UIndy has no off-campus satellite facilities.
4. UIndy faces the threat of emergencies and disasters on a regular basis. The scope of these hazards has been defined by various federal, state, local and university sources. As such, Table 1 identifies the following natural, technological, and human caused hazards as the primary hazards where targeted programs of prevention/mitigation, preparedness, response, and recovery will be undertaken.

Campus Hazards – Table 1

Natural	Technological	Human
<ul style="list-style-type: none"> • Flood • Flash Flood • Tornado • Severe Thunderstorm • Winter Storm • Disease Outbreak • Earthquake • Extreme Temperatures • Drought 	<ul style="list-style-type: none"> • Public Utility Failure • Radio System Failure • Information Systems Failure • Explosion • Structural Fire • Structural Collapse • Accidental HAZMAT Release 	<ul style="list-style-type: none"> • Active Shooter • Arson • Cyber Attack • Hostage Situation • Riot • Bombing • Chemical / Biological Incident • Radiological Incident

5. UIndy has developed a hazard analysis depicting these hazards, which have the potential to impact the campus to begin developing strategies and contingencies for addressing each threat as effectively as possible.

E. Planning Assumptions

As an emergency or disaster unfolds, those with the responsibility to operate in potentially hazardous environments may not have all of the necessary information and detail they need to function effectively. Yet, life-saving and life-sustaining activities must be performed. In the absence of solid, viable facts pertaining to an incident, operational planning assumptions are made to start the initial work needed for response and recovery. These planning assumptions may be adjusted or altered as information becomes available to ensure the safety of the response personnel and those who may be impacted by the crisis situation. For purposes of this Plan, the following operational assumptions have been made:

1. Transportation services and resources may be severely impacted and may cause issues for the movement or evacuation of students, faculty, and staff.
2. Failures in emergency communications for first responders as well as general telecommunications capabilities may be present, hindering disaster information flow.
3. Critical infrastructure such as roadways, bridges, large structures, and utility services may be impacted for extended periods of time, prompting the need for alternate sources of transportation and basic human-service needs.

4. The number of available fire service personnel may be limited to due to the potential magnitude and scope of a disaster or emergency situation.
5. Command, control, and operational priorities will be critical in the initial phases of disaster response and will have to be established and maintained as soon as possible.
6. Mass care needs may overwhelm the campus' capability to provide basic essential services and human needs, prompting the request for aid from private, non-profit, local, state, and federal sources.
7. Resource prioritization and mutual aid may be critical factors in providing service and support to the needs of the campus following an emergency and disaster.
8. Medical services and resources may be strained based upon the severity and impact of an emergency or disaster. The capability to provide emergency medical services, the triage of patient, mass fatality, mass care, mental health, and other essential health care are all functions which could be impacted.
9. The availability of search and rescue personnel to conduct recovery and rescue operations may be limited, with the prioritization of those assets to areas or locations where there may be greater or more significant impacts.
10. An emergency or disaster may severely impact the ability of the campus to respond to large-scale hazardous material releases, prompting such actions as facility closures, mass evacuations, mass decontamination, mass casualty response, or mass fatality management.
11. Depending upon the scope or severity of an emergency or disaster incident, animal or other research facilities on UIndy campuses may be required to evacuate, move, or destroy animals.
12. Electrical power, fuel sources, and other forms of energy may be severely impacted prompting campus facilities to implement alternate power supplies such as the use of generators or the activation of the reserve fuel supplies and mutual aid with private and public sector partners.
13. Safety and security activities, typically performed by law enforcement personnel, may be severely limited, requiring the usage of outside resources to maintain order.
14. Portions of the campus may not be able to be used for specific timeframes, prompted the activation and usage of departmental business continuity plans.
15. Damage assessment and impact analysis for the campus may be needed to obtain an accurate picture of the extent of damage to facilities, structures, and critical services.

16. Providing accurate and timely information to the public and the media concerning incidents which happen on the UIndy campus is essential and resources and personnel will be activated to ensure as quickly as possible to get information and messaging out to those who need it.

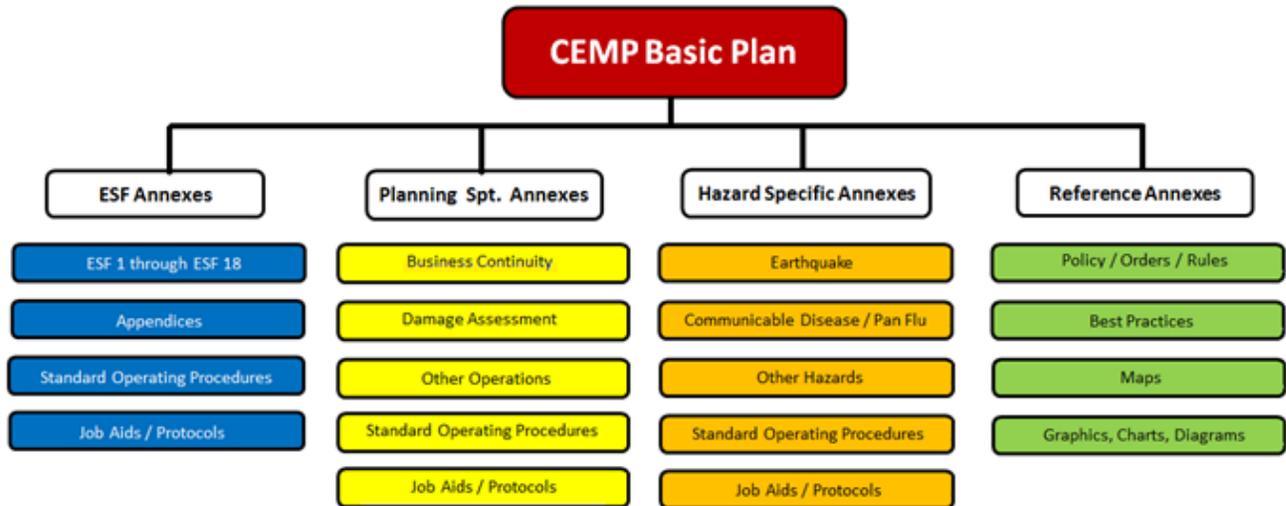
F. CEMP Organization

The CEMP is comprised of the following elements (See [Figure 2](#)):

1. Basic Plan – Outlines the overall purpose, scope, concept of operations, and duties and responsibilities of those agencies and departments identified as roles before, during, and after emergency situations.
2. Emergency Support Function (ESF) Annexes – Defines the functional structure and key actions common in the preparation for, response to, and recovery from all hazards which may impact the campus community. This organizational structure closely aligns itself to the structure adopted and implemented by the US Department of Homeland Security in the National Response Framework, as well as the State of Indiana’s Comprehensive Emergency Management Plan and subsequent county and local jurisdictional comprehensive plans.
3. Operational Planning Support Annexes – Outlines those documents used to address specific activities which go beyond the tasks or activities found in the ESF Annexes. These annexes may include but are not limited to such operations as damage assessment, debris management, business continuity, etc.
4. Hazard Specific Annexes – Operational documents targeted on specific hazards which may impact campus communities. These annexes may include but are not limited to such hazards as earthquake, communicable disease (Pan Flu), radiological response, etc.
5. Reference Annex – Outlines supplemental information which supports the overall CEMP and its various annexes. This may include such items as federal, state, local and university policies; information on best practices; maps; graphics; etc.

ORGANIZATION OF THE UINDY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Figure 2



G. Emergency Response Priorities

The focus of response operations may differ depending on the nature of the emergency and may change during the lifespan of the incident. The basic order of response priorities is as follows:

1. **Life Safety:** Prevention, mitigation, and response to hazards which threaten the immediate health and safety of the campus community.
2. **Protection of Property:** Maintenance, protection, and restoration of key facilities, public utility systems, and essential services.
3. **Incident Stabilization:** Containment of negative impacts on campus and resumption of normal business, academic, and research activity.

H. Limitations

UIndy will make every reasonable effort to respond in the event of an emergency or disaster. However, resources and systems used to respond may be overwhelmed. The responsibilities and actions outlined in the campus CEMP will be fulfilled only if the situation, information exchange, and resources are available.

There is no guarantee implied or expressed by the CEMP that a perfect response to an emergency or disaster is practical or possible.

II. CONCEPT OF OPERATIONS

A. General

UIndy, through the adoption and implementation of the CEMP, has the ability to address a wide range of hazards, from relatively minor incidents to large-scale crisis situations, from catastrophic natural disasters to active shooters jeopardizing the safety of students, faculty and staff.

Some of these hazards may present with identifiable signs or adequate warning, providing critical time to campus communities to prepare or for emergency personnel to warn the public to take the necessary actions to prevent or lessen the impact of the incident on people, property and the environment. There are other hazards, however, which occur with little or no warning, requiring an immediate activation of the CEMP to ensure there is an effective and coordinated mobilization of resources and personnel.

This section describes the operational systems used to implement the UIndy Emergency Management and Continuity program before, during, and after disaster and crisis incidents.

B. Incident Command System

The Incident Command System (ICS) is a standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure which 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.

C. Incident Management Team

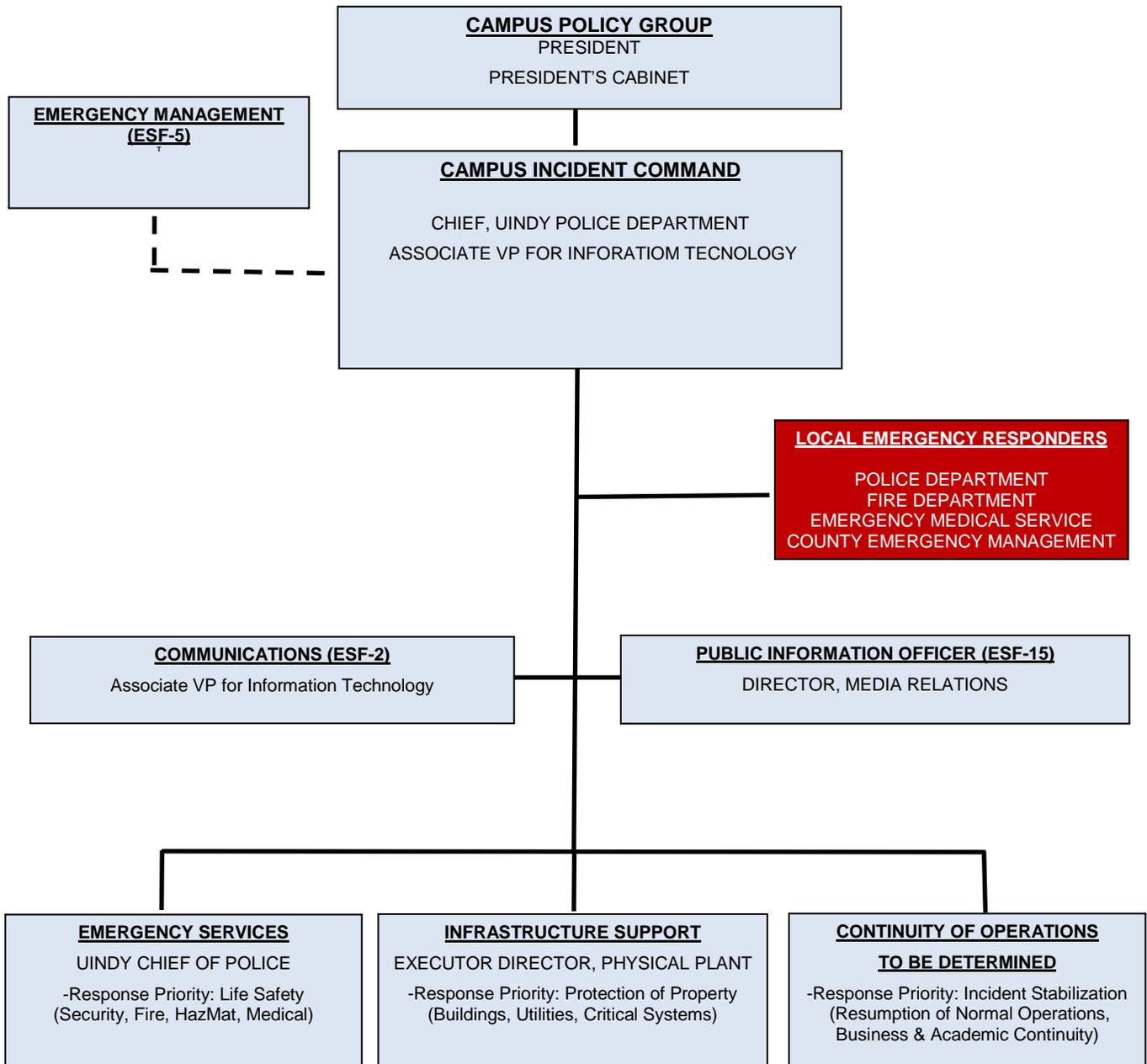
For purposes of emergency management and response on the UIndy campus, ICS will be used to coordinate and direct the activities needed to save lives, protect property, and stabilize incidents. As such, UIndy shall have an organized Incident Management Team (IMT) to be activated for use in crisis situations.

1. Main Functions/Objectives of IMT – An IMT will establish Incident Command and provide direction and coordination of a campus response to an emergency or incident to minimize the negative and traumatizing effects of such a situation. The main functions and objectives of a campus IMT are:
 - a. To provide command and control by directing, ordering, and/or managing resources and personnel.
 - b. To organize emergency operations by coordinating the response of assets and personnel through the usage and application of an Incident Action Plan.
 - c. To conduct incident planning through the collection, evaluation, documentation and use of information about the development of the incident.

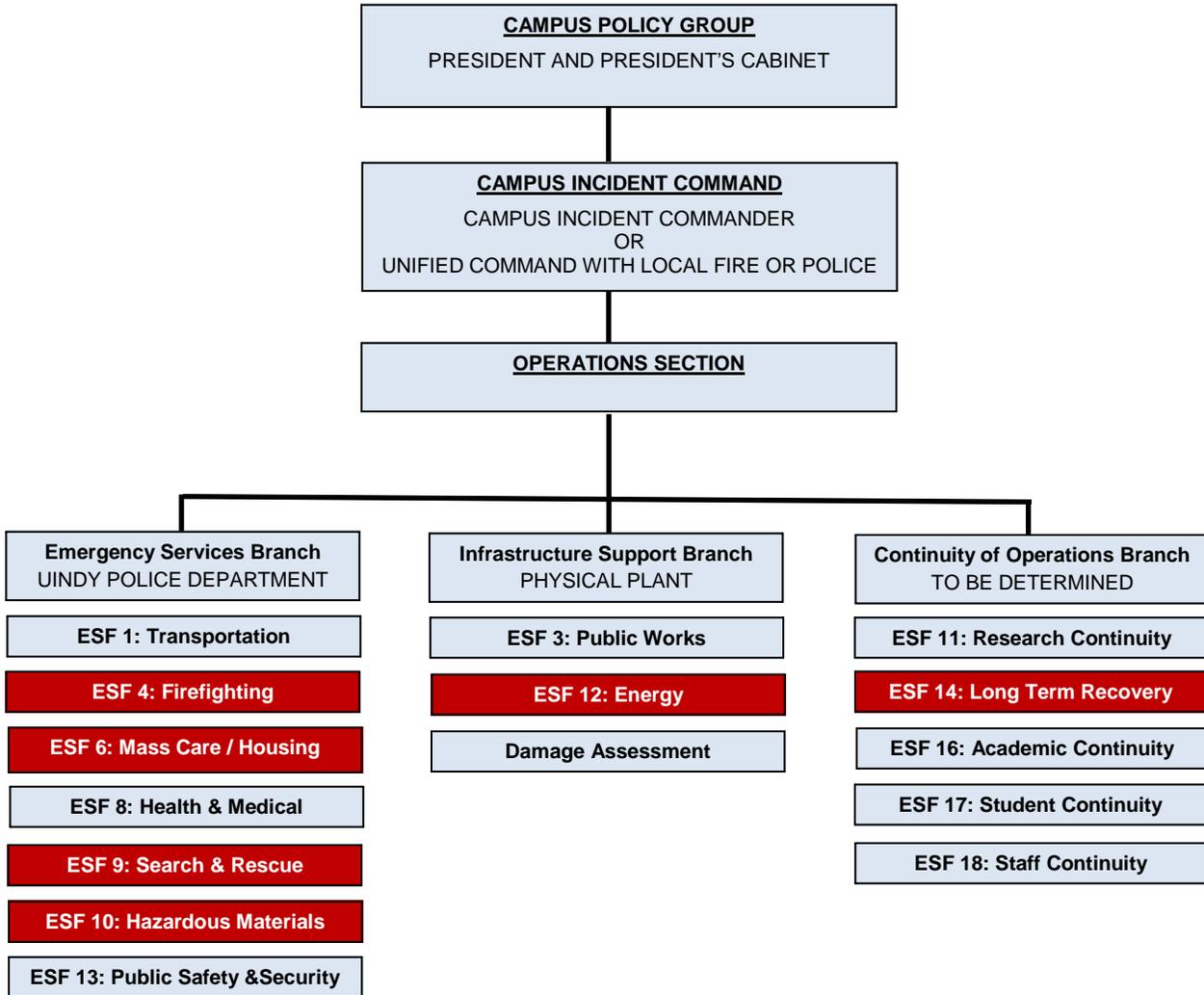
- d. To coordinate Logistics for a campus response by providing facilities, services, personnel, equipment, and tracking the status of resources and materials in support of an incident.
 - e. To provide for a single capability for tracking financial and analytical aspects of an incident and other administrative tasks not covered by other ICS functions.
2. IMT Composition and Structure - The composition of the UIndy campus IMT consist of:
- a. Policy Group – President; Executive Vice President’s; Vice Presidents; and other critical as designated by the president of acting president.
 - b. Command – Incident Commanders; Liaison Officers; Public Information Officers; Safety Officers.
 - A. Personnel identified as Campus Incident Commanders shall be formally designated and receive an official delegation of authority to act on behalf of the President during emergency operations.
 - B. Incident Command shall be established by designated campus Command Staff personnel, responding from different campus departments, to assess the situation and initiate appropriate response operations.
 - C. Campus Incident Commanders may also establish Unified Command with local fire, police, and EMS personnel who may respond to an emergency on campus.
 - c. Operations – Emergency Services Branch (Firefighting; Health & Medical Services; Search and Rescue; Hazardous Materials; Mass Care; and Safety & Security); Infrastructure Support Branch (Transportation; Public Works; Energy; and Damage Assessment); and Continuity Branch (Agriculture & Natural Resources; Research Continuity; Business Continuity; Academic Continuity; Student Continuity; and Staff Continuity.)
 - d. Planning – Documentation; Situation; Resource; and EOC Support.
 - e. Logistics – Communications; Facilities; and Donations/Volunteer Management.
 - f. Finance and Administration – Recovery (Claims & Reimbursements); Purchasing; and Grants/Contracts.

The operational needs of each incident will dictate the specific personnel to staff the campus IMT. In some cases, outside resources may be required to provide a means to stabilize and coordinate efforts. These external resources may come from local emergency response agencies, other university campuses, private sector partners, or from state or federal levels. In these instances, the need for a Unified Command will be determined to ensure the adjudication of resources and effective usage of personnel. The UIndy campus IMT is provided in **Figures 3, 4, and 5** on the following pages.

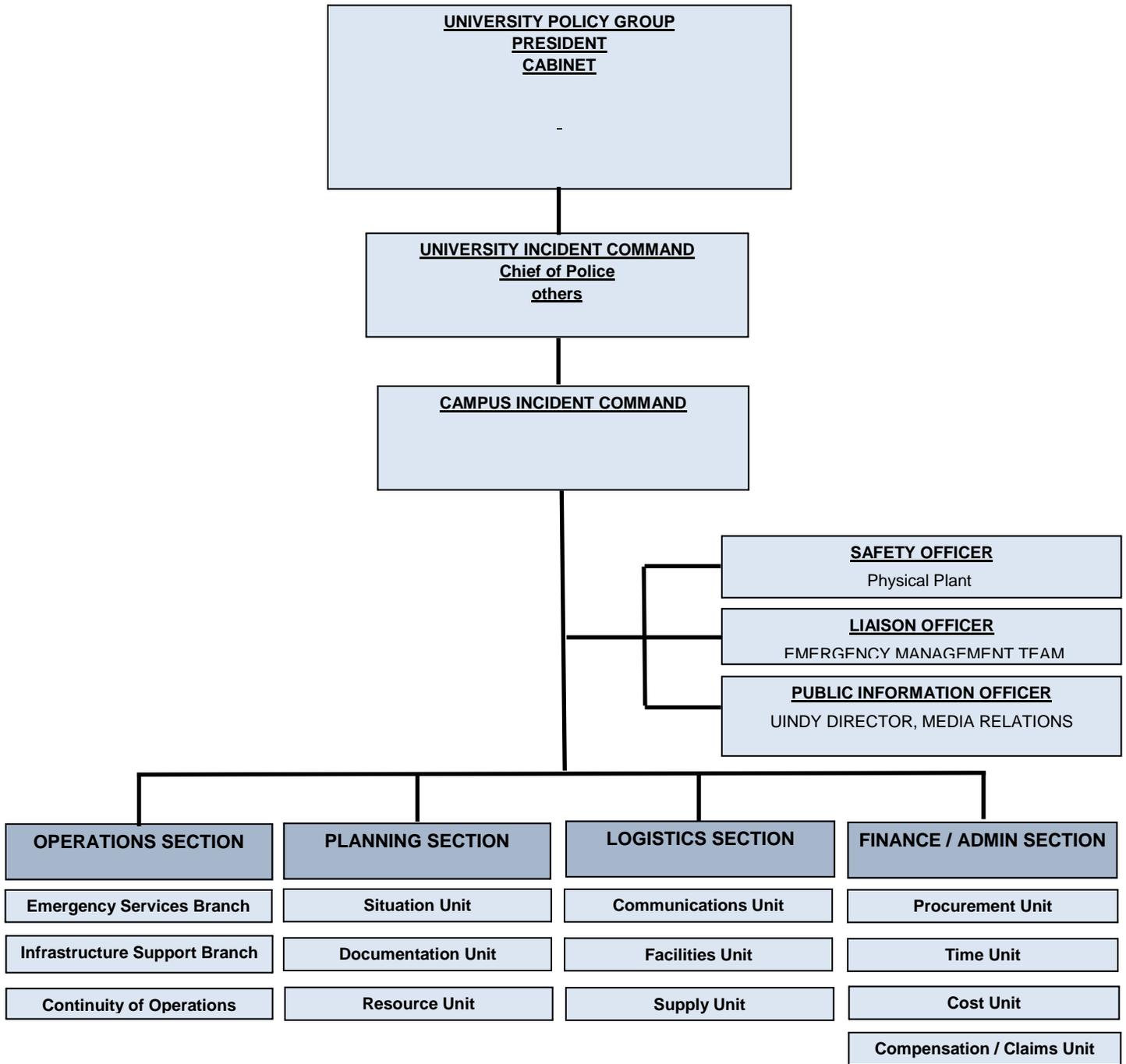
**UNIVERSITY INCIDENT MANAGEMENT
TEAM CAMPUS INCIDENT COMMAND
INITIAL RESPONSE
FIGURE 3**



**UINDY INCIDENT MANAGEMENT
TEAM
CAMPUS INCIDENT COMMAND
OPERATIONS SECTION DETAIL**



**UINDY INCIDENT
MANAGEMENT TEAM
UNIVERSITY INCIDENT COMMAND
ORGANIZATIONAL STRUCTURE**



3. IMT Training and Skills - The individuals comprising a campus IMT shall participate in a comprehensive training, exercise, and evaluation program based upon standards established by federal and state policy.
 - a. Training – Training includes standards courses on multi-agency incident command and management, organizational structure, and operational procedures; discipline-specific incident management courses, and courses on the integration and use of supporting technologies.
 - b. Exercises/Drills – Personnel assigned to an IMT will be afforded the opportunity to participate in variety of discussion- or operationally-based exercises and drills involving multiple disciplines, jurisdictions, and sectors (public and private). These exercises will be conducted to ensure the IMTs can function as cohesive teams before, during, and after emergency and disaster situations.
 - c. Qualification and Skills – Individuals comprising a campus IMT will likely be assigned based upon their position and level of responsibility within the campus leadership structure and their ability to perform specific routine functions and tasks. Personnel must be willing to take on the responsibility of potential emergency operations and will be given the appropriate tools, training, and resources to perform these functions as needed on their campus and as required by federal, state, local or university policy.

D. National Incident Management System

The National Incident Management System (NIMS) provides a unified approach to incident command, standard command and management structures, and an emphasis on preparedness, mutual aid and resource management. NIMS is not an operational incident management or resources allocation plan, but a template to guide all levels of government, including private sector and nongovernmental organizations, to work together to prepare for, prevent, respond to, and recovery from emergency incidents.

NIMS establishes ICS as the organizational structure to be implemented as the organizational structure to be implemented to effectively and efficiently command and manage domestic incident, regardless of cause, size, or complexity.

For purposes of the emergency management and continuity for UIndy and for the Universities as a whole, NIMS has been adopted as the standard for incident management through Emergency Management Policy.

E. Multiagency Coordination/ Emergency Operation Centers

1. Multiagency Coordination – Multiagency Coordination is a process which allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines, or across levels of government. It occurs on a regular basis whenever personnel from different agencies interact in such activities as prevention/mitigation, preparedness, response, and recovery.

2. In order for the campus to maintain and conduct effective EOC operations, the following factors are the primary considerations made when activating the EOC:
 - a. Availability of trained personnel to fill key positions in the campus EOC.
 - b. The hazards and/or incidents occurring and its impact on the campus.
 - c. The limitation of space, specific equipment needed to support operations, impacts to facility systems, and other relevant issues.
 - d. The technical capabilities, financial resources, legal/institutional processes, and involvement and support from senior campus leadership.

The UIndy campus IMT is structured to allow for easy integration into the overall staffing and functioning of the campus EOC to address and facilitate the issues above.

3. EOC Activation Policy – The campus EOC is activated when conditions exist which require monitoring, when field response personnel require support, or at the direction of senior leadership at the campus level. Activation may involve partial or full staffing.
4. Emergency Activation Levels – For purposes of the CEMP, five levels of activation have been established to enable the President and other senior personnel to determine the need for staffing and the potential need to request other resources and internal/external support. An established protocol will be developed which will outline the appropriate steps for notification and operation based on chart depicted in **Table 2** on the next page.
5. Initial EOC Activation Guidance – During an incident, those personnel notified to staff the campus EOC will mobilize to the designated EOC location, whether the primary facility or the alternate EOC site. Upon arrival, the designated EOC manager will provide direction and begin the process for the development of an Incident Action Plan.

Campus Emergency Activation Levels

Table 2

Level #	Level	Description	Example
V	Daily Operations	Personnel available to staff EOC at a moment's notice. Monitoring of potential hazards is an ongoing effort.	Normal Business Hours
IV	Emergency Standby / Special Event	Conditions which have developed have heightened potential hazards to a given campus community. These hazards have not yet caused and may never cause an actual emergency, but the risk is such that detailed monitoring of the situation will occur while the conditions exist.	Tornado Watch / Special Event
III	Active Emergency Conditions	An emergency incident which does not seriously affect the overall functional capability of the campus or its resources. While some damage and/or interruption may occur, the conditions are localized and a partial or full activation of an impacted campus EOC may be called for.	Flooding, Small Chemical Spill
II	Significant Emergency Conditions	Any emergency which causes significant damages and/or disrupts the overall operations of the affected facility and/or the campus for an extended period of time. A partial or full activation of the impacted campus EOC may be required as well as the partial activation of campus and local EOCs.	Large Tornado or other significant weather event
I	Full Emergency Operations	Existing disaster conditions which have seriously impaired or halted campus operations. Multiple injuries and/or significant property damage may be sustained. Coordination of University resources is critical in limiting further losses and returning the campus to normal operations. Full EOC operations are needed to liaise with internal and external agencies and to coordinate a variety of resources for both response and recovery activities.	Large Earthquake

F. Disaster Emergency Declaration

An Emergency Declaration for a campus may occur prior to or immediately following a major campus emergency or disaster incident. A major emergency or disaster is an occurrence or imminent threat of widespread or severe damage, injury or loss of life or property resulting from any natural, phenomenon or human act.

A declaration of a campus state of emergency should be made by the President, Vice President or their designee in consultation with the UIndy Executive Policy Group, on-scene Incident Command Staff, and/or local public safety officials, These sources can provide the campus with assistance in obtaining support and services to successfully mitigate the human and financial impacts of disasters and emergencies.

When an emergency has been declared on a campus, the primary or alternate EOC will be activated and staffed according to the CEMP. Only those staff members who have been assigned EOC functional duties will be allowed to have access to the EOC or within other specific areas of the campus following an incident.

When declaration of a campus emergency is made, the Campus Incident Commander, acting under the authority of the President, will be authorized to direct emergency response activities which may include, but are not limited to:

- Limiting access to campus facilities and/or restricting movement on campus
- Directing staff and faculty who do not report to them during normal operations
- Requesting and deploying campus, local, state, and university resources
- Approving the purchase of response-related equipment, material, and vendor managed services
- Approving the release of public information related to immediate life safety information

G. Emergency Support Functions / Functional Branches

Emergency Support Functions (ESFs) are groupings of University departments along with local, state, federal, and volunteer agencies which are needed to save lives, protect property and the environment, restore essential services and infrastructure, and help campuses return to a level of normalcy, following emergencies and disasters.

ESFs will be activated on an as-needed basis only and will be grouped within Functional Branches or will operate within Command and General Staff positions (See Figures 4 - 6). The type and number of ESFs activated will depend on the nature of the incident. Personnel from other UIndy campus as well as local and state agencies may be brought in to fill these positions.

The organization of the ESFs used by the University closely aligns itself to the structure adopted and implemented by the US Department of Homeland Security in the National Response Framework, as well as the State of Indiana's Comprehensive Emergency Management Plan and subsequent county and local jurisdictional comprehensive plans.

The outline below provides a description of each Emergency Support Function:

ESF	Scope
ESF #1 – Transportation	Transportation Safety Parking Services Restoration / recovery of transportation infrastructure Movement Restrictions Damage and impact assessments on transportation capabilities
ESF #2 – Communications	Coordination with telecommunications and information technology asset holders Restoration and repair of telecommunications infrastructure Protection, restoration, and sustainment of cyber/IT resources
ESF #3 – Public Works & Engineering	Infrastructure protection and emergency repair Infrastructure restoration Engineering services and construction management Emergency contracting
ESF #4 – Firefighting	Coordination of fire protection measures Maintenance of fire suppression equipment Support and coordination with external firefighting operations
ESF #5 – Emergency Management	Coordination of incident management and response efforts Issuance of mission assignments Coordination with Executive Policy Group personnel Incident Action Planning Coordination with Administrative and Finance Management personnel
ESF #6 – Mass Care and Human Services	Mass sheltering Mass feeding operations Emergency assistance Access and functional needs
ESF #7 – Resource Support	Logistics Planning Implementation of Mutual Aid / Memorandums of Understanding Emergency Procurement Identifying / Maintaining resource lists and development of gap analyses
ESF #8 – Public Health and Medical Services	Coordination with hospitals, clinics, etc. Responding to public health emergencies Mental health services Mass casualty/Mass Fatality management/support
ESF #9 – Search and Rescue	Coordination and support of structural and/or wide-area search operations on campus Local knowledge related to the physical layout of campus grounds and facilities Coordination with law enforcement, fire service, and EMS personnel Coordination with ESF 17 and ESF 7 for volunteer management
ESF #10 – Hazardous Materials	Oil and hazardous materials response (chemical, biological, radiological, etc.) Environmental short- and long-term cleanup Risk assessment / Hazard identification

ESF	Scope
ESF #11 – Agriculture, Natural Resources, and Research Continuity	Protection of agricultural resources Prevention of impact to natural resources from University activities Food safety and security Protection of continuity for research animals/services/facilities Inventory of resources, capabilities, and existing services
ESF #12 – Energy	Assessment, maintenance, and restoration of energy infrastructure Coordination with energy utilities and service providers Identification of alternate sources of energy (fuels, generators, etc.)
ESF #13 – Public Safety and Security	Coordination and implementation of security for facilities Security planning and technical assistance for threat identification Enforcement of community laws and regulations Support and coordination for access control, traffic management, and crowd control
ESF #14 – Recovery and Business Continuity	Support and coordination of recovery operations to impacted areas Activation of individual Business Continuity Plans Support and activation of alternate business operation facilities Support for recovery of primary sites and restoration of primary services
ESF #15 – External Communications and Public Information	Coordination of emergency and crisis communication activities Supporting the development of target public/media messaging Outreach and communication on potential risk/hazards impacting communities Establishment/Activation of a Joint Information System
ESF #16 – Academic Continuity	Coordination and support for the activation of Academic Continuity Plans Support and activation of alternate academic facilities Support for the recovery of primary academic sites and academic services
ESF #17 – Student Continuity	Coordination of support services for impacted students Coordination with Public Information on guidance for protective actions Integration with Emergency Management for volunteer services
ESF #18 – Staff Continuity	Activation of individual Business Continuity Plans Support in the prioritization of personnel and services required to continue services Coordination of support services for impacted staff Support and activation of alternate facilities Support for recovery of primary sites and restoration of primary services

Within the CEMP for the UIndy campus, each of the ESFs shall have a designated Primary Coordinating Agency and subsequent Support Agencies.

1. Primary Coordinating Department – A Primary Coordinating Department is an organization responsible for managing and directing the activities of a given ESF to ensure capabilities and functional demands can be performed and maintained before, during, and after an emergency or crisis situation. This organization is not in charge of the overall ESF. Rather, it has the responsibility to coordinate and collaborate among and between the other ESF agencies to ensure missions and tasks are completed.
2. Support Agencies – Support agencies are those organizations and departments which have the capabilities, materials, and responsibilities required to perform specific tasks or activities associated with an identified ESF. As a support agency, organizations must understand their potential role as it applies to the ESF organizational structure and be willing to fulfill their obligation. In addition, it is likely a support agency might perform the functions of primary agency, depending upon the limitation of resources or the magnitude/impact of a specific hazard or event.

H. Public Information and Media Coordination

During an emergency incident or a major planned event, providing coordinated and timely information to the media and the public will be critically important. For emergency situations, it has the real potential to save lives and protect property, and in non-crisis situations, has the potential to show the willingness of the University to provide credible and accurate information.

UIndy shall develop their own Public Information capability based upon the UIndy Critical Incident Communications Plan/ Crisis Communications Plan. This capability will have the following elements for effective operations:

1. Designated Public Information Officer (PIO) – A PIO is an individual responsible for communicating with the public, media, and/or coordinating with other agencies, as necessary, with incident related information requirements. A PIO is responsible for developing and releasing information about an incident to the news media, incident personnel, and other appropriate agencies and organizations. The leadership of UIndy campus shall designate a Lead PIO among various departments or organizations with communications or external affairs responsibilities. This Lead PIO will have the necessary training, education, and experience to coordinate overall crisis communications efforts and will assist in the development, maintenance, and testing of campus PIO capabilities.

2. Joint Information System/Procedures – A Joint Information System is a mechanism used to organize, integrate, and coordinate information across multiple jurisdictions and disciplines. It includes the plans, protocols, procedures, facilities, and resources used to provide information to:

- General public
- Impacted Students/Faculty/Staff
- Affected communities
- Senior/Executive leadership
- Public/Private partners and stakeholders
- Media
- Mutual aid partners
- Volunteer groups
- Other groups needing information

Identified Joint Information Center/Media Coordination Facility – A Joint Information Center (JIC) is a physical location where public information or external affairs professionals from organizations involved in incident management activities can co-locate to perform emergency information, crisis communications, and public affairs functions. It is important for a JIC to have the most current and accurate information regarding incident management activities at all times. It is one of the most essential elements of a Joint Information System. For this reason, the UIndy campus has designated locations where JIC operations can take place. These include:

A. University of Indianapolis, building and room.

I. Business Continuity

One of the most critical functions for UIndy is to maintain, whenever and wherever possible, the degree of with which the campus community can return to normal operations following an emergency or disaster. This may prove to be difficult, based upon the type of incident and the degree of impact it has on all or part of UIndy. For this reason, the university has ensured all business, staff, and academic units develop, maintain, and test a Business Continuity Plan (BCP).

A BCP is a document targeted for a specific department, agency or organization which identifies:

- Critical business functions
- Primary or essential personnel
- Essential services, information, and other data resources
- Alternate facilities/contingencies for continuing and vital business functions

UIndy maintains a database of completed continuity plans and has organized key standards and training for the UIndy campus business units to maintain their BCPs.

J. Emergency Management Phases

Emergency management is achieved through four distinct phases: Prevention/Mitigation, Preparedness, Response, and Recovery. These phases follow closely national, state, and local trends in disaster planning and align key actions, functions and resources to specific results before, during, and after emergency situations.

1. Prevention/Mitigation – This phase can be defined as those actions taken to lessen the impact of a disaster in order to prevent the long-term risk to human life and property.

Mitigation efforts for the UIndy campus began with the development of a Hazard Analysis, which focused on the potential hazards likely to occur on or near the campus based upon past incidents and the efforts needed to alleviate or reduce these hazards. This Hazard Analysis also considered the consequences or impacts of an incident in terms of potential casualties, disruption of critical services, and costs associated with recovery and restoration.

Common tasks for this phase of emergency management may include but are not limited to:

- Establishing programs to educate and involve the public in mitigation programs
 - Identifying potential protection, prevention, and mitigation strategies for high-risk targets
 - Establish policies, protocols, or orders to effectively restrict or regulate students, faculty, and staff to keep and comply with mitigation efforts
2. Preparedness – This phase can be defined as the range of deliberate tasks and activities taken to build, sustain, and improve operational capabilities to respond to and recovery from emergencies and disasters.

UIndy's preparedness activities encompass a comprehensive program of emergency planning, training, and exercise as well as resource identification and acquisition. Preparedness activities require an ongoing, coordinated effort to ensure all stakeholders and partners of the emergency management program are involved and thoroughly engaged.

Common tasks for this phase of emergency management may include but are not limited to:

- Delegate authorities and responsibilities for all emergency functions

- Assign, designate, and/or procure personnel, facilities, equipment, and other resources to support emergency actions
 - Train essential personnel to their specific levels of responsible as it pertains to emergency response and recovery operations
 - Establish a system to evaluate, test, and exercise training received, skills obtained, equipment utilized and emergency plans developed to ensure their viability prior to activation in crisis situations
 - Maintain the operability of facilities and equipment
 - Establish a resource management system which include processes for inventory control, deployment, and recovery
3. Response – This phase can be defined as those actions to save lives, protect property and the environment, and meeting basic human needs following a disaster. Response also includes the execution of emergency plans and tactical procedures to support the initial portion of the recovery phase.

Common tasks for this phase of emergency management may include but are not limited to:

- Employ resources in order to save lives, protect property and the environment, and to preserve the social and economic aspects of a given community
 - Establish and maintain situational awareness and a common operating picture as it pertain to a given incident
 - Coordinate effective response actions for all essential functions and demobilize as required, all personnel and resource when they have mission goals
4. Recovery – This phase can be defined as those actions programs implemented to restore infrastructure, essential human services, and basic program operations to pre-disaster state.

For UIndy, the recovery phase begins as soon as response resources are activated. Recovery efforts are dependent upon the complexity of an incident and its overall impact on a given area. For this reason, recovery may take on two distinct levels:

- Short-term Recovery – The immediate actions taken which may overlap with those of response. These actions may include meeting essential human needs, restoring utility services, and re-establishing transportation routes.
- Long-term Recovery – Those actions which may require extensive external resource and a significant commitment of time through strategic and fiscal planning. Depending upon the severity of the incident, it may include a complete re-development of a community and reduction or elimination of services and functions which were in place prior to an emergency or disaster.

This phase will tie directly with the efforts need in Prevention/Mitigation to ensure adequate measures in the future might be taken to lessen or prevent the impact of disasters in the future.

K. Administration and Finance

This section offers information on administrative and financial management activities relevant to emergency actions taken by the campus to save lives and protect property. Any and all financial operations will be conducted in accordance with established policy and protocol.

Emergency funding to support disaster purchases and equipment procurement will be worked through the Executive Policy Group on campus. If the expenses outweigh the ability of a campus to commit financial resources, then the campus may need to make the necessary emergency declaration to begin the process to obtain resources from other external sources.

Making an emergency declaration does not guarantee a campus will receive immediate emergency support, but does start the process for local jurisdictions and the State of Indiana to begin seeking federal disaster assistance to cover eligible costs and expenditures. As part of this process, UIndy will develop a means to log and record all expenditures to provide a clear and reasonable accountability for potential reimbursements as a result of the emergency or disaster situation. Keeping these records facilitates overall financial operations and supports claims and the monetary thresholds set by the State of Indiana and the Federal Emergency Management Agency (FEMA).

A common emergency management practice is to have the resources, materials, and operational contingencies to keep a jurisdiction and its support agencies and departments sustained for up to 72 hours after an incident occurs. While this practice will be an operational goal for UIndy and its stakeholders, individual accountability and personal preparedness will be critical in successful, sustained operations without the aid of external resources and support.

III. PLAN DEVELOPMENT, MAINTENANCE, AND REVISION

A. General

The maintenance of the CEMP requires revision and updates which reflect the evolving needs of emergency management and preparedness efforts on the UIndy campus. The primary means by which changes or revisions are integrated into the CEMP is through lessons learned that are identified in After Action Reports (AARs) and Improvement Plans developed following exercises and real-world disaster situations.

This continual maintenance and review of the CEMP will be accomplished through the UIndy Emergency Preparedness Committee (EPC). The EPC represents the key operational agencies and departments with responsibilities in disaster preparedness and response.

For UIndy, the EPC meets monthly and discusses all relevant emergency management activities, projects, and issues which may exist on campus in hopes of resolving or reaching a conclusion to them prior to actual or real world emergencies occurring on campus.

B. Responsibility

The UIndy EPC, is responsible for the maintenance of the CEMP. However, primary and support agencies for each of the ESFs identified in the CEMP are responsible for ensuring the tasks outlined in various planning annexes and appendices are accurate and reflect their overall ability to manage, support, and deploy resources to perform life-saving activities.

C. Frequency

The CEMP will be reviewed annually. From these reviews, and in conjunction an exercise schedule and real world incidents, revisions and changes will be made to the planning documents.

D. Testing, Evaluation and Corrective Action

Where possible, UIndy EPC will utilize the Homeland Security Exercise and Evaluation Program (HSEEP) to plan for, coordinate, and manage the necessary exercise activities to validate and enhance the emergency preparedness planning and disaster response capabilities throughout the UIndy campus. HSEEP is a standardized exercise methodology for federal, state, and local emergency management organizations, utilizing a system of pre-identified, core competencies called the Target Capabilities List (TCL) to identify gaps and shortfalls before, during, and after a disaster situation.

1. Testing – UIndy EPC will assist in the coordination of training and exercise programs for the campus, which will be designed to increase the overall level of preparedness as well as ensure the viability of the CEMP.
2. Evaluation and Assessment – Validation of the campus CEMP is accomplished through periodic evaluation and assessments using exercises and real-world responses, but also, nationally recognized emergency management standards such as the National Fire Protection (NFPA) 1600 – Standard on Disaster/Emergency Management and Business Continuity Programs and the Emergency Management Standard by the Emergency Management Accreditation Program. Both of these standards provide a structured and coordinated means to effectively evaluate emergency management organizations and their programs through criteria which have been tested, developed, and utilized by professionals all over the world.
3. Corrective Action – Corrective actions are those recommended improvement discovered after an exercise, or following an emergency incident, which identify where deficiencies

exist, and if revised in the body of an emergency plan or program, could enhance overall response capabilities. Most often, corrective actions are documented within an after action report following exercises, planned event, or disaster incidents and are used to develop an improvement plan. This improvement plan will identify the responsible parties for making the necessary correctives actions and assigns specific timeframes to those actions to ensure successful completion.

IV. AUTHORITIES AND REFERENCE SOURCE DOCUMENTS

A. Authorities

1. Federal

- a. Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 United States Code (USC) 5121 et seq. November 23, 1988
- b. Homeland Security Act of 2002, November 25, 2002
- c. Public Health Security and Bioterrorism Preparedness and Response Act, June 12, 2002
- d. Post-Katrina Emergency Management Reform Act of 2006
- e. Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act
- f. Homeland Security Presidential Directive 5 – Development of the National Incident Management System (NIMS)
- g. Homeland Security President Directive 7 – Creation of the Critical Infrastructure Protection program
- h. Presidential Policy Directive (PPD) 8 – Outlining and establishing priorities for National Preparedness
- i. Homeland Security Presidential Directive 20 – Development of the National Continuity Policy
- j. Homeland Security Presidential Directive 20: Annex A – Establishing policy for Continuity Planning

- k. Homeland Security Presidential Directive 21 – Public Health and Medical Preparedness – Establishes a national strategy for a wide range of public health emergencies.
2. State
 - a. Indiana Code 10-14-3. Emergency Management and Disaster Law
 - b. Indiana Code 10-14-5. State Emergency Management Assistance Compact
 - c. Indiana Code 16-19-3. Authority established for the Indiana State Department of Health
 - d. Executive Order 05-09 – Establishing and Clarifying the Duties of State Agencies for All Matters Relating to Emergency Management
 3. University Policy
 - a. University of Indianapolis Comprehensive Emergency Management Framework
- B. Reference Source Documents
1. National Response Framework (NRF), US Department of Homeland Security – Federal Emergency Management Agency – January 2008
 2. National Incident Management System (NIMS), US Department of Homeland Security – Federal Emergency Management Agency – December 2008
 3. Target Capabilities List: A companion to the National Preparedness Guidelines, US Department of Homeland Security – Federal Emergency Management Agency – September 2007
 4. Comprehensive Preparedness Guide 101 Developing and Maintaining Emergency Operations Plans, US Department of Homeland Security – Federal Emergency Management Agency – Version 2.0 - November 2010
 5. Comprehensive Preparedness Guide 301 Emergency Management Planning Guide for Special Needs Populations, US Department of Homeland Security – Federal Emergency Management Agency – November 2010

6. Comprehensive Preparedness Guide 502 Considerations for Fusion Center and Emergency Operations Center Coordination, US Department of Homeland Security – Federal Emergency Management Agency – May 2010
7. Family Educational Rights and Privacy Act (FERPA) and the Disclosure of Student Information Related to Emergencies and Disaster, Family Policy and Compliance Office, US Department of Education – June 2010
8. State of Indiana Strategy for Homeland Security, Indiana Department of Homeland Security – February 2008
9. State of Indiana Hazard Mitigation Plan, Indiana Department of Homeland Security – 2008 Edition
10. State of Indiana Comprehensive Emergency Management Plan (CEMP), Indiana Department of Homeland Security – December 2009
11. State of Indiana Guide for the Development of a Comprehensive Emergency Management Plan: A Preparedness Guide for Emergency Management Agencies, Indiana Department of Homeland Security, May 2009
12. A Leader’s Guide to Emergencies and Disasters: A Preparedness Guide for Local Government Senior Elected Officials, Indiana Department of Homeland Security – October 2008
13. State of Indiana, Statewide Hazard/Threat Identification and Risk Assessment, Indiana Department of Homeland Security – 2010-2015
14. State of Indiana Pandemic Influenza Operations Plan, Indiana State Department of Health – June 2009
15. State of Indiana Catastrophic Earthquake Plan, Indiana Department of Homeland Security – January 2009
16. Indianapolis Marion County Comprehensive Emergency Management Plan – February 2006
17. Indianapolis Marion County Homeland Security Department Multi-Hazard Mitigation Plan – July 2007

V. ACRONYMS AND GLOSSARY OF TERMS

A. Acronyms

BCP – Business Continuity Plan

CEMF – Comprehensive Emergency Management Framework

CEMP – Comprehensive Emergency Management Plan

CERT – Community Emergency Response Team

CISM – Critical Incident Stress Management

CPG – Comprehensive Preparedness Guide

EMAP – Emergency Management Accreditation Program

EOC – Emergency Operations Center

EPC – Emergency Preparedness Committee

ESF – Emergency Support Function

FEMA – Federal Emergency Management Agency

GIS – Geographic Information System

HAZMAT – Hazardous Material

HSEEP – Homeland Security Exercise and Evaluation Program

HSPD – Homeland Security Presidential Directive

IAP – Incident Action Plan

ICS – Incident Command System

IDHS – Indiana Department of Homeland Security

IMT – Incident Management Team

ISDH – Indiana State Department of Health

IT – Information Technology

JIC – Joint Information Center

JIS – Joint Information System

MACC – Multiagency Coordination Center

MACS – Multiagency Coordination System

NFPA – National Fire Protection Agency

NIMS – National Incident Management System

NRF – National Response Framework

OPLAN – Operational Plan

PIO – Public Information Officer

PPD – Presidential Policy Directive

SAR – Search and Rescue

TCL – Target Capabilities List

UIndy—University of Indianapolis

USC – United State Code

USDHS – United States Department of Homeland Security

B. Glossary of Terms

Assumptions (Emergency Planning)

General statements made for emergency planning purposes which in absence of solid, viable facts pertaining to an incident start the initial work needed for response and recovery. Planning assumptions may be adjusted or altered as information becomes available to ensure the safety of the response personnel and those who may be impacted by the crisis situation.

Authority

A right or obligation to act on behalf of a department, agency or jurisdiction. Commonly, a statute, law, rule or directive made by a senior elected or appointed official of a jurisdiction or organization which gives responsibility to a person or entity to manage and coordinate activities.

Business Continuity Plan

A document targeted for a specific department, agency or organization identifying their critical business functions; primary or essential personnel; essential services, information and other data resources; and alternate facilities or contingencies for continuing and restoring vital business functions.

Comprehensive Emergency Management Framework

A guiding and foundational document developed to build and maintain a viable emergency preparedness program for the University of Indianapolis. This Framework is an all-hazard, functional-based document, addressing the greatest risks and threats to the university and outlining the key resources and necessary action to prevent/mitigate, prepare for, respond to, and recovery from emergencies and disasters.

Comprehensive Emergency Management Plan

An emergency planning document developed for jurisdictions, which focused on an all-hazards approach in the management of and coordination of life-saving activities before, during, and after an emergency or disaster. Similar to an Emergency Operations Plan (EOP), a CEMP has many of the same functions, characteristics, and attributes, but differs in that it considers the four phases of emergency management, whereas, an EOP focuses on response activities.

Damage Assessment

The process used to appraise or determine the number of injuries or 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 manmade or natural disasters.

Disaster

An occurrence of a natural catastrophe, technological or human-caused incident which has resulted in severe property damage, deaths, and/or multiple injuries. A disaster is a situation exceeding the response capability of a local jurisdiction and may necessitate the need and subsequent request for resources from external sources such as state and federal governments or from mutual aid partners.

Emergency

Any occasion or instance which warrants action to save lives and to protect property, public health, and safety.

Emergency Operations Center

The pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency. The EOC coordinates information and resources to support domestic incident management activities.

Emergency Support Functions

Groupings of agencies, departments and organizations into an organizational structure to provide the support, resources, capabilities, program implementation, and services which most likely needed to save lives, protect property and the environment, restore essential services and infrastructure, and help communities return to a level of normalcy, following emergencies and disasters.

Hazard

A potentially damaging physical event, phenomenon or human activity which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Incident Command System

A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure which reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

Incident Management Team

A team of individuals comprised of subject matter expertise and personnel trained to specific levels of the Incident Command System, who are charged

with providing direct support to emergency management and response personnel to successfully coordinate tactical operations.

Joint Information Center

A physical location where public information or external affairs professionals from organizations involved in incident management activities can co-locate to perform emergency information, crisis communications, and public affairs functions.

Joint Information System

A mechanism used to organize, integrate, and coordinate information across multiple jurisdictions and disciplines. It includes the plans, protocols, procedures, facilities, and resources used to provide information to the general public, affected communities, senior/executive leadership, public/private partners and stakeholders, media, mutual aid partners, volunteer groups, and other groups needing information.

Multiagency Coordination System

A system which provides the architecture to support the coordination for incident prioritization, critical resource allocation, communications systems integration, and incident information. Multiagency coordination systems include facilities, equipment, personnel, procedures, and communications.

Multiagency Coordination Center

A place or physical location where representatives from multiple agencies and facilities gather to coordinate information, regional resource needs, and response efforts on a regional level and to relay state supported resources and information. Common examples of a multiagency coordination center include incident command posts, unified command, emergency operation centers, joint operation center, or other locations where multiple groups and organizations will focus on resource prioritization and shared response missions and tasks.

National Incident Management System (NIMS)

A coordination and management construct which provides for a systematic, proactive approach which guides 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.

VI. ADDITIONAL INFORMATION

A. State of Indiana

1. Indiana Department of Homeland Security
 - a. <http://www.in.gov/dhs/>
2. Indiana Department of Education
 - a. <http://www.doe.in.gov/student-services/safety/school-emergency-preparedness>

B. U.S. Department of Homeland Security

1. Federal Emergency Management Agency (FEMA)
 - a. <http://www.fema.gov/>
2. CPG 101: Developing and Maintaining Emergency Operations Plans
 - a. http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf
3. National Incident Management System (NIMS)
 - a. <http://www.fema.gov/emergency/nims/>
4. Incident Command System (ICS)
 - a. <http://training.fema.gov/EMIWeb/IS/ICSResource/index.htm>

C. International Association of Emergency Managers (IAEM)

1. Principles of Emergency Management
 - a. <http://www.iaem.com/EMPrinciples/index.htm>
2. Universities and Colleges Caucus
 - a. <http://www.iaem.com/committees/College/index.htm>