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INTRODUCTION

Overview
Natural and human-made disasters of various types may occur at any given time, severely taxing available resources. Iowa State University can enhance its preparedness by establishing detailed contingency plans. Emergency plans establish operational and reporting procedures to better manage the crisis situation. Contingency planning provides specific procedural responsibility, while allowing flexibility in dealing with unique or changing field conditions.

Purpose
The purpose of this plan is to establish institutional procedures regarding the maintenance of minimum and essential operations during and after natural or human-made disasters, civil disturbances, and other unusual occurrences that may disrupt normal service.

Policy
The university will establish and maintain contingency plans for responding to a variety of unusual occurrences (See Appendix I for an overview of critical incident operations).

Definitions
**Critical Incident Response Team (CIRT):** A group designed to provide timely, comprehensive and accessible support services during a wide variety of unusual occurrences.

**Emergency Operations Center (EOC):** The command center of all operations during a classified emergency. Unless conditions prevent, the center will be located within the Armory.

**Emergency Situation:** An actual or potential condition posing an immediate threat to life or property. In the context of mutual aid, it means a situation that exceeds the capability of a local agency.

**Story County Emergency Management:** A local agency organized to respond to disasters with emergency personnel and resources. If a major disruption of service occurs, the Story County Emergency Management Disaster Plan will be activated.

**State Emergency Management Division:** A state agency organized to respond to disasters with emergency personnel and resources. A continuity of operations plan has been developed to ensure that all critical functions of state government are identified and continue to operate in the event of a disaster. The Iowa Emergency Plan addresses state agency specific actions for responding to, and recovering from, critical service disruption. The Resources Management Plan is refined to acquire, prioritize, and allocate resources needed to address disaster consequences. This division will respond to the needs of Story County Emergency Management.

**Executive Team:** A group comprised of university personnel, including the President and Vice Presidents. Members will be informed of activities by EOC staff and will act in response to the need for institutional direction. Members will make policy determinations and communicate with outside agencies about institutional position as a result of any disaster conditions.
**Iowa Homeland Security Director:** Currently the same person as the Emergency Management Division Coordinator. This person helps lead and coordinate security efforts to ensure the safety of Iowa families and businesses.

**Incident Command Post:** The field location from which all on-scene administrative directions will be originated and conducted. All agencies involved in an incident will provide representatives to this post.

**Mutual Aid:** An exchange of services, personnel, and/or equipment among law enforcement agencies during times of an emergency.

**Recovery:** The period following a classified emergency during which individuals and/or departments undertake activities to provide for the welfare of people and to restore essential services.

**Tactical Team:** Usually refers to a group of five or more officers who are specially selected, trained, and equipped to handle high-risk incidents, such as those involving snipers, barricaded persons, hostage-takers, selected warrant services, and other situations or activities as deemed necessary by command leadership.

**University:** Iowa State University.

**Unusual Occurrence:** A situation, generally of an emergency nature, which results from a disaster, to include: terrorist activity, civil disturbances, labor disputes, fires, floods, tornadoes, chemical spills, biological releases and explosions.
To properly manage emergencies resulting from natural disasters, human-made disasters and civil disturbances, a prompt and orderly mobilization of resources is imperative. The Department of Public Safety (DPS) has established a four-stage plan to alert and activate personnel when an unusual occurrence is either anticipated or in progress. Appendix II contains names and telephone numbers of ISU emergency contact personnel. DPS will consult with the Executive Team to establish alert levels. The following describes the four alert stages and procedures associated with emergency mobilization during unusual occurrences:

**Overview**

To properly manage emergencies resulting from natural disasters, human-made disasters and civil disturbances, a prompt and orderly mobilization of resources is imperative. The Department of Public Safety (DPS) has established a four-stage plan to alert and activate personnel when an unusual occurrence is either anticipated or in progress. Appendix II contains names and telephone numbers of ISU emergency contact personnel. DPS will consult with the Executive Team to establish alert levels. The following describes the four alert stages and procedures associated with emergency mobilization during unusual occurrences:

**Level IV Alert**

A Level IV Alert indicates that threats or intelligence information do not warrant actions beyond normal liaison and security. Agencies and units operate under normal day-to-day conditions.

**Level III Alert**

A Level III Alert indicates a minor unusual occurrence which may be controlled by on-duty personnel or to an articulated threat not yet assessed as credible. Staff not assigned to affected areas should continue to perform normal functions, but maintain contact in the event of incident escalation. Examples include initial recognition of vandalism in laboratory facilities, unsecured sensitive facilities or localized and unsubstantiated threats.

- Agencies and personnel requiring notification may include: departmental administrators; university administrators; Board of Regents office staff; University Relations; CIRT; Mary Greeley Medical Center; Ames Fire Department; Ames Police Department; Story County Sheriff’s Office; EH&S; and FP&M.

**Level II Alert**

A Level II Alert indicates a serious unusual occurrence which available, on-duty personnel are unable to control, or to circumstances where a credible threat of weapons of mass destruction, explosives, or mass casualty actions warrant extraordinary precautions. Maximum efforts should be devoted to preventing possible escalation. Examples include credible threats to laboratories, researchers or other campus resources, outbreaks of violence, significant fire damage to critical structures or presumptive identification of threatening objects or substances.

- The partial mobilization of personnel resources may begin. On-coming staff may be called in early and off-going staff may be held over or called back to augment staffing. Placing personnel on stand-by status and requesting assistance from other agencies may be required.

- The establishment of an incident command post and an emergency operations center may be required. DPS will notify the Executive Team.

- Agencies and personnel requiring notification include: departmental administrators; university administrators; Board of Regents office staff; state and local emergency management personnel; University Relations; CIRT; Mary Greeley Medical Center; Ames Fire Department; Ames Police Department; Story County Sheriff’s Office; Iowa State Patrol; Story County Attorney’s Office; EH&S; and FP&M.
Level I Alert

A Level I Alert indicates a major incident which threatens the safety of the university for an indefinite period of time. The primary institutional goals are the protection of life and property and restoration of service. Examples include any type of weapons of mass destruction (WMD) incident, rioting or looting, or large-scale weather-related or explosive/fire damage to campus infrastructure.

- The university may need to make extensive operational modifications. Circumstances may require reorganization of departments by: immediate extension of the work day; deferment of days off, holidays, scheduled training, and vacations; and requesting assistance from other agencies.

- The establishment of an incident command post and/or an emergency operations center will be required. DPS will notify the Executive Team.

- Agencies and personnel requiring notification include: departmental administrators; university administrators; Board of Regents office staff; state and local emergency management personnel; University Relations; CIRT; Mary Greeley Medical Center; Ames Fire Department; Ames Police Department; Story County Sheriff’s Office; Iowa State Patrol; Story County Attorney’s Office; EH&S; FP&M; and National Guard.
Overview

To improve coordination and communication among all levels of government and the public in the fight against terrorism, the President of the United States created the Homeland Security Advisory System (HSAS). This system provides a framework for the Attorney General, in consultation with the Director of the Office of Homeland Security, to assign threat conditions, which can be applied nationally, regionally, by sector or to a potential target.

Cabinet Secretaries and other members of the Homeland Security Council will be consulted as appropriate. A variety of factors may be used to assess the threat, including: credibility of source; corroboration of information; specificity; and severity.

The HSAS establishes the following five threat conditions, with associated suggested protective measures:

**Condition Green**
Condition Green represents a low risk of terrorist attack. The following protective measures may be applied: refining and exercising preplanned protective measures; ensuring personnel receive training on HSAS, departmental, or agency-specific protective measures; and regularly assessing facilities for vulnerabilities and taking measures to reduce them.

**Condition Blue**
Condition Blue represents a general risk of terrorist attack. In addition to the previously outlined protective measures, the following may be applied: checking communications with designated emergency response or command locations; reviewing and updating emergency response procedures; and providing the public with necessary information.

**Condition Yellow**
Condition Yellow represents a significant risk of terrorist attack. In addition to the previously outlined protective measures, the following may be applied: increasing surveillance of critical locations; coordinating emergency response plans with nearby jurisdictions; assessing further refinement of protective measures within the context of the current threat information; and implementing, as appropriate, contingency and emergency response plans.

**Condition Orange**
Condition Orange represents a high risk of terrorist attack. In addition to the previously outlined protective measures, the following may be applied: coordinating necessary security efforts with armed forces or law enforcement agencies; taking additional precautions at public events; preparing to work at an alternate site or with a dispersed workforce; and restricting access to essential personnel only.

**Condition Red**
Condition Red represents a severe risk of terrorist attack. In addition to the previously outlined protective measures, the following may be applied: assigning emergency response personnel and pre-positioning specially trained teams; monitoring, redirecting or constraining transportation systems; closing public and government facilities; and increasing or redirecting personnel to address critical emergency needs.
Incident Command

The following describes procedures associated with incident command during unusual occurrences:

- DPS will be responsible for establishing an incident command post in close proximity to the targeted area. The post will provide the following elements: communications; security from the public and news media; initial medical treatment; equipment storage; and facilities for the briefing and staging of personnel. Scale diagrams, situation maps, floorplans and telephone rosters should be readily available.

- Designated DPS personnel will be responsible for establishing an emergency operations center (EOC) at an appropriate and strategic location. Whenever possible, this center will be located at facilities providing a secure environment and timely access to necessary equipment and information. Board of Regents office staff and other affected organizations will be informed of the EOC location as soon as possible.

- Members of the Critical Incident Response Team (CIRT) and other designated key or support personnel will staff the EOC. These individuals will provide direction, guidance, and assistance as deemed necessary and appropriate. Represented departments may include: DPS; Student Affairs; Provost’s Office; Human Resource Services; University Relations; Department of Residence; and Dean of Students Office. Board of Regents office staff and other affected organizations will be included as deemed necessary and appropriate.

- Designated DPS personnel will be generally responsible for: directing operations as necessary to control the disaster or disturbance; assembling and assigning resources; collecting, evaluating, and disseminating information; communicating with assigned officers and units; applying strategies and tactics as necessary; gathering, recording, and preserving evidence; ensuring post security; and maintaining appropriate records of field operations. Some command post-related responsibilities may be delegated, depending upon the circumstances and availability of personnel.

- An officer or civilian should be designated to record all pertinent information. Photographs and/or videotape should be used to document crucial incident details.

- The Executive Team, comprised of the President and Vice Presidents, will provide institutional direction and decision-making to guide the operational activities of those managing incident response. They will make institutional policy determinations and communicate with outside agencies, such as the Board of Regents, about institutional disaster conditions.

- The delegation of authority for the Executive Team will normally be as follows: President; Provost and Vice President for Academic Affairs; Vice President for Business and Finance; and Vice President for Student Affairs.
Communications

The following describes procedures associated with communications during unusual occurrences:

- The DPS dispatch center will be utilized as the primary radio, computerized communications system, and telephone communications area whenever possible. Should such services become inoperable, another law enforcement agency should be utilized to provide primary communications services.

- Circumstances will dictate radio frequency utilization, both within the department and with outside agencies. Factors affecting frequency usage may include: incident size and duration; radio tower availability; access by other agencies; and primary agency jurisdiction.

- Telephones, portable two-way radios, electronic mail messages, news releases, fax messages, and computerized postings should be used to ensure communication with all identified essential internal and external organizations, customers, and the public.

- FP&M and other university representatives should utilize portable radios to monitor their respective operations and to communicate with the DPS dispatch center.

- DPS personnel will be responsible for promptly notifying affected university personnel and other agencies as required by the situation. Law Enforcement Assistance (LEA) and Mutual Aid frequencies may be used to communicate with other state law enforcement and emergency response agencies.

- Telecommunications staff should be notified when a need to procure additional cellular telephones is identified.

Assembly Areas

The following describes procedures associated with assembly areas during unusual occurrences:

- Designation of assembly areas will normally coincide with the establishment of an emergency operations center and an incident command post. Personnel staffing these locations will be responsible for determining designated locations. Such areas should provide immediate capability to support the performance of essential functions under various circumstances.

- The DPS office will be the primary assembly area for first responder personnel whenever possible. One or more secondary assembly areas may be established as deemed necessary. When a secondary assembly area is established, it should be located as close as practical to the incident scene.

- Personnel should be notified of designated assembly areas when they are summoned to duty. Human Resource Services staff will assist by providing employee support and assisting with documentation efforts.
Facility Security  The following describes procedures associated with the security of public facilities during unusual occurrences:

- Designated DPS personnel will ensure that officers are assigned as necessary to secure critical public facilities, to include: power plant and utility substations; telecommunication offices and substations; food storage locations; administrative and information technology offices; fuel storage areas; medical facilities; public works equipment areas; water pumping/storage locations; and mass transit organizations.

- FP&M staff will convene an infrastructure management team to coordinate the operation and protection of these facilities.

- Certain buildings may be utilized as necessary for assembly areas, warehouses, shelters and temporary medical facilities. Such sites should then be designated as critical and staffed accordingly. The Story County Red Cross maintains a current listing of emergency shelters.

- Care will be taken to establish temporary morgues at appropriate locations. Academic and public use facilities should not be utilized for these purposes. Refrigerated semi trailers may be requested for this purpose when deemed necessary and appropriate.

- Designated DPS personnel will limit critical facility access to authorized personnel by issuing color-coded and pre-numbered passes.

Situation Maps  The following describes procedures associated with the use of situation maps during unusual occurrences:

- Emergency response workers will have timely access to scale plat and situation maps, depicting all areas of campus. Current computerized printouts may be obtained through the following: DPS; FP&M; Department of Residence; and Iowa State Center.

- FP&M staff will prepare and electronically disseminate lists of facility users and building supervisors.

- Situation maps should be of a small enough scale to permit ease in plotting logistical installations, high priority protective areas, employee commitments, perimeter areas, incident command posts, and similar items of interest.

- Aerial photographs and other diagrams will be utilized as necessary to assist in the planning of tactical operations.

- Maps, diagrams, printouts, and photographs may be modified and utilized for training or operational purposes.
INCIDENT COMMAND - CONTINUED

**Equipment**

The following describes procedures associated with equipment distribution during unusual occurrences:

- Equipment required for disasters and civil disturbance operations may include: radios and their related accessories; food, beverages and eating utensils; first aid and bloodborne pathogen supplies; cots; tents; portable toilets; crowd control gear; vehicles; and surveillance apparatus.

- A designated employee will be responsible for equipment distribution and collection.

- Necessary equipment will be distributed at or near designated assembly areas whenever possible.

- All emergency equipment will be maintained in a state of operational readiness.

- The Vice President for Business and Finance may authorize the purchase of equipment using emergency funds.

**Special Task Forces**

The following describes procedures associated with special task force activation during unusual occurrences:

- Designated DPS personnel will be responsible for requesting and/or activating special task forces, to include: special weapons and tactics teams; hostage/crisis negotiators; bomb disposal squads; specialized crime scene processing units; multi-jurisdictional investigative squads; hazardous material response units; search and rescue teams; and any other specially equipped or skilled unit.

- DPS will maintain control over situations involving task force activation on university property whenever possible. At a minimum, input regarding deployment and subsequent actions will be provided.

- EH&S staff will be responsible for response management when hazardous materials are involved.

- Key university personnel may include: President; Vice Presidents; Dean of Students; Director of DPS; Director of Risk Management; Directors within FP&M; Director of Student Health; Director of Student Counseling; Director of University Relations; Director of University Counsel; and Director of EH&S.

- Key personnel outside the university may include: Board of Regents office staff; Ames Mayor; Ames City Manager; Police Chief; Ames Fire Chief; Story County Sheriff; Iowa State Patrol Colonel; State Fire Marshal; and Story County Emergency Management Coordinator.
PERSONNEL RESOURCES

Key Personnel

The following describes responsibilities associated with key personnel designation during unusual occurrences:

- Department of Public Safety: Provides for physical security and emergency support to affected areas and for notification mechanisms for problems that are or could be disasters. Extends a security perimeter around the affected area. Provides coordination with public emergency services as required. Identifies and secures an emergency operations center and an incident command post.

- Environmental Health and Safety: Coordinates safety and hazardous materials-related issues with other involved organizations. Coordinates response with governmental agencies and emergency services response personnel.

- Facilities, Planning and Management: Coordinates all services for the restoration of heating, ventilating, air conditioning (HVAC), plumbing and electrical systems and structural integrity of buildings. Assesses damages and makes a prognosis for occupancy of affected structures. Provides public works-related support, as well as heavy equipment, labor, supervision, and management.

- Human Resource Services: Coordinates all personnel-related activities, including releasing staff from affected areas, initiating emergency notification systems, and working with University Relations staff to disseminate pertinent information.

- Risk Management: Oversees the compilation and dissemination of incident documentation on a university-wide basis. Serves as an institutional liaison to other governmental and service organizations.

- Student Affairs: Oversees the response to student support services and provides coordination of student volunteers, if needed.

- Telecommunications: Provides alternate voice and data communications capability in the event normal telecommunications lines and equipment are disrupted. Evaluates the requirements and selects appropriate means of backing up the telecommunications network.

- University Relations: Coordinates with the news media, public, staff, faculty and student body to provide timely release of pertinent information.

- Vice President for Business and Finance: Assembles decision-makers and ensures continual communication among university and Board of Regents officials. Coordinates with internal departments and external agencies to provide the timely delivery of information and resources. Procures all necessary equipment and personnel to ensure appropriate response and restoration of vital university services.
External Support  The following describes procedures associated with other agency support during unusual occurrences:

- Designated DPS personnel (the Director) will consult with the Executive Team to determine the need for obtaining assistance from outside resources. Where time and circumstances permit, other university departments may be involved in these decisions.

- Designated DPS personnel will be responsible for requesting support from other law enforcement agencies, to include: additional personnel; special weapons and tactics teams; hostage/crisis negotiators; bomb disposal squads; specialized crime scene units; multi-jurisdictional investigative squads; hazardous materials response units; and any other specially equipped or skilled unit. Mutual aid requests will be conducted in accordance with existing agreements and state statute.

- Additional law enforcement agencies which may be requested to provide support include: Ames Police Department; Story County Sheriff’s Office; Boone County Sheriff’s Office; Iowa State Patrol; Division of Criminal Investigation; UNI DPS; UI DPS; State Fire Marshal’s Office; FBI; ATF; and U.S. Marshal’s Office.

- Depending upon the circumstances, support from other agencies may be requested, to include: Mary Greeley Medical Center; Ames Fire Department; Emergency Management; and American Red Cross.

Military Support  The following describes procedures associated with military support during unusual occurrences:

- The President of ISU will be responsible for requesting military support during any disaster or disturbance affecting campus. Such requests will be made either directly to the Governor or through the Board of Regents office. Any request for military support will be in accordance with state statute.

- The Governor may, after finding a state of public disorder, proclaim a state of public disorder emergency. The Governor may prohibit any activities to help maintain life, health, property or public peace. Such actions may include: imposing curfews; restricting public gatherings; prohibiting the possession or use of weapons, ammunition, alcohol and a variety of other items; prohibiting the use of certain highways; and taking any other action to help maintain life, health, property or the public peace.

- The Governor may provide military support and impose martial law as deemed necessary. The Governor may also request assistance from federal authorities, to include the President of the United States, the armed forces and FEMA. In the event of military response, the university will coordinate actions with local and state emergency management personnel.
TRANSPORTATION AND TRAFFIC CONTROL

Transportation

The following describes procedures associated with the transportation of equipment and personnel during unusual occurrences:

- A designated Transportation Services employee will be responsible for providing and coordinating transportation in support of operations.

- Each department will provide its own transportation for activities within the normal scope of work.

- Transportation needs may include personnel, equipment, and supplies to and from the disaster or disturbance scene and/or other areas as needed.

- Whenever possible, university-owned vehicles will be utilized for transportation purposes.

- Cy-Ride should be utilized to provide bus transportation for large numbers of evacuees, employees, and other personnel whenever possible. Private transportation firms may be used when deemed necessary.

Traffic Control

The following describes procedures associated with the control of vehicular and pedestrian traffic during unusual occurrences:

- Designated DPS personnel will be responsible for maintaining traffic control in and around the disaster or disturbance scene.

- Establishing safe traffic patterns around the disaster or disturbance scene will be accomplished by using barricades, perimeter tape, signage, and point traffic control.

- Pedestrian traffic control will be established and maintained to prevent unauthorized persons from entering the disaster or disturbance scene or hindering emergency response operations.

- Evacuation routes and assembly areas will be identified by DPS staff in consultation with other affected organizations.
INFORMATION CONTROL

Casualties

The following describes procedures associated with the compilation and release of casualty information during unusual occurrences:

- Designated DPS personnel will coordinate with the medical examiner and various relief agencies to gather and record information concerning casualties, injuries, and missing persons.

- University Relations staff will be the primary media contact for coordinating and authorizing the release of information concerning victims.

- Casualty information will be forwarded to University Relations personnel in a timely manner.

- The identity of any victims will be verified before being released to the public. Established death notification procedures will be utilized when students, faculty, or staff are involved.

Public Information

The following describes procedures associated with community relations and public information during unusual occurrences:

- To the extent possible, news media personnel will be assisted in covering stories at disaster and disturbance scenes. DPS will designate a specific area for news media personnel within proximity of the incident.

- The access of news media representatives, including photographers, will be controlled at disaster and disturbance scenes. Access will be allowed within the limitations of public safety, civil rights restrictions, and crime scene integrity. Once an incident scene perimeter has been established, news media personnel will not be permitted inside access without officer escort.

- Departmental directors and/or designees will be the primary media contact for coordinating and authorizing the release of information concerning their respective response to the incident. Advance contacts with University Relations should be made to coordinate message content and dissemination.

- Media briefings will be conducted as necessary to disseminate casualty and other public information.

- University Relations staff will be consulted prior to any scheduled news conference.

- When other public service agencies are involved in a mutual effort, the agency having primary jurisdiction at the incident scene will be responsible for coordinating and releasing pertinent information. The agency having primary jurisdiction in a multi-agency effort will be responsible for the release of all related information.
INFORMATION CONTROL - CONTINUED

Rumor Control

The following describes procedures associated with the control of rumors during unusual occurrences:

- University Relations staff will be responsible for correcting erroneous information and for conducting media briefings pertaining to disaster or disturbance resolution.

- Intelligence information regarding rumors will be forwarded to DPS as soon as possible. The Critical Incident Response Team (CIRT) will maintain a telephone and/or e-mail hotline to facilitate information flow.

- To ensure public safety, control rumors, and deter public disorder, the news media will be utilized to inform the public of all necessary information. Of particular importance is information relating to evacuation proceedings, shelter areas, utility outages, curfews, and transportation availability.

- To quell rumor formulation, University Relations staff will disseminate pertinent information to the public in a timely manner.

Legal Matters

The following describes procedures associated with legal matters during unusual occurrences:

- Designated personnel from DPS and the Office of University Counsel will ensure that liaison with court and prosecutorial officials is established as soon as possible.

- Input regarding the filing of appropriate criminal charges should be obtained from the Story County Attorney’s Office, the Attorney General’s Office, and the Office of University Counsel as deemed necessary.

- Input regarding whether prisoners should be cited or taken into custody should be obtained from court officials through the Story County Attorney’s Office.

- The Office of University Counsel will provide expertise in civil and contractual matters involving liaison and services obtained from other units of government and private providers.
INFRASTRUCTURE MANAGEMENT

Infrastructure

The following describes procedures associated with critical infrastructure management during unusual occurrences:

- Individual departments should maintain detailed operational contingencies for a variety of problems. Managers of these areas will coordinate their response strategies through the university emergency operations center.

- Key infrastructure managers are listed in the emergency contact list (Appendix II) for the following areas: ATS; AIT; FP&M; EH&S; DPS; Department of Residence; Risk Management; Office of University Counsel; Transportation Services; Telecommunications; CIRT; Business and Finance; Student Affairs; External Affairs; and Office of the President.

- FP&M will activate its “Emergency Action Plan” in the event of a disaster. This plan calls for the ranking supervisor or manager on scene to direct all reasonable and prudent actions. If the event causes an ISU incident command situation, the Director of FP&M would be located in the ISU incident command post with satellite communications with the assistant directors of Facilities and Utilities located in the General Services Building and the Power Plant respectively. FP&M will generally be responsible for ensuring reliable logistical support, services, and infrastructure, to include water, electrical power, and HVAC.

Emergency Housing

The following describes procedures associated with emergency housing during unusual occurrences:

- The Director of Residence will oversee emergency housing services for students and families.

- Relocation outside of university facilities will be coordinated with the Story County Red Cross and Emergency Management personnel.

- Hilton Coliseum, Lied Recreation Center and other ISU buildings with large auditoriums have been designated as emergency shelters and will be opened to the general public on an as needed basis.
Academic Activities  The following describes procedures associated with academic activities during unusual occurrences:

- The Provost will determine the feasibility of modifying or discontinuing instructional activities. The Vice President for Business and Finance will determine whether classes or events will actually be held. In all cases, these decisions will be communicated to the university community using available means, to include: e-mail; Today’s News; telephone trees; media outlets; and departmental channels.

- Research activity may be suspended during emergencies. Where practical and safe, DPS officials may accommodate special access requests if resources permit.

- Animal care staff will receive priority over other researchers requesting access to buildings during a disaster. If an event involves an animal care facility, the Committee on Animal Care (COAC) will provide timely information to first responders about the key staff and nature of the research in a facility. Emergency responders may require assistance from animal care staff in responding to animal research facilities.

Vital Information  The following describes procedures associated with retaining and retrieving vital information during unusual occurrences:

- AIT staff will be responsible for all academic-related computing issues.

- ATS staff will be responsible for all administrative-related computing issues. In a disaster response, ATS will activate its “Disaster Recovery Plan.” In the event of an emergency, staff members will follow the procedures outlined in the ATS Center Employee Manual.

- ATS will generally be responsible for maintaining and making available vital records, to include those related to emergency operation, legal services, financial documents, and personnel-related files.

- ATS will ensure that administrative records are routinely backed up in a timely manner and stored off-site in one or more undisclosed locations. Access to such records shall be limited to staff possessing a need-to-know.

- All stored and restored computerized files shall be made available to affected departments as needed and released to outside entities pursuant to applicable laws and directives.

- ATS staff shall work with clients to determine a prioritized response to identifying personnel, data, records, systems, and vendors necessary to carry out essential functions, process, and services. That analysis should also include an examination of the interdependency of departmental services.
POST-INCIDENT PROCEDURES

Event De-escalation The following describes procedures associated with event de-escalation:

- All emergency operations will continue as necessary until the situation returns to normal.
- Mutual aid and private resources, if utilized, will be released at the earliest opportunity. Concern for public and employee safety will be of primary concern.
- Designated perimeter areas should be adjusted as de-escalation occurs.
- Traffic control for the return of evacuees will be provided as necessary.
- The news media will be utilized to broadcast or publish pertinent information to the public regarding the restoration of normal operations, as deemed necessary.

Aftermath The following describes procedures associated with event aftermath:

- All involved personnel will attend incident debriefing sessions as necessary. The purpose of these sessions will be to obtain pertinent information for inclusion in after-action reports. DPS will designate a debriefing location in reasonable proximity to the incident site.
- All equipment used will be cleaned and checked for operational readiness before being stored. Supplies will be replenished as necessary.
- A DPS incident report will be completed by the assigned officer. The entire incident will be assigned one case number, with integrally involved employees completing supplemental reports as deemed necessary.
- Following each disaster or civil disturbance, after-action reports will be prepared and submitted to the Vice President for Business and Finance. Such reports shall be analyzed so that lessons learned may be incorporated into future planning and response.
- After-action reports will be based upon input from all affected personnel and include: estimates of damage; casualty information; traffic and crowd control measures; unusual crime problems encountered; outside assistance required; equipment utilized; and any recommendations for future response.

Contingency Plans The following describes procedures associated with contingency planning:

- DPS staff and other affected personnel shall be responsible for regularly reviewing and maintaining contingency plans. Such plans shall be reviewed at least annually and modified as deemed necessary and appropriate.
POST-INCIDENT PROCEDURES - CONTINUED

Recovery

The following describes procedures associated with recovery management:

- Major incidents will require appointment of a recovery management team.

- The Executive Team will determine the membership of the recovery management team for specific types of disasters. General members will include Risk Management, DPS, EH&S, Facilities Planning & Management, Residence Department, and Office of University Counsel.

Rehearsals

The following describes procedures associated with unusual occurrences rehearsals:

- The university and/or designated departments will conduct emergency mobilization rehearsals at least annually to test unusual occurrence response. Such exercises may consist of tabletop exercises, actual or simulated drills, or any combination thereof.

- Rehearsals may be coordinated and conducted in conjunction with fire, medical, law enforcement, emergency management, and volunteer agencies.

- Designated DPS personnel will be responsible for coordinating rehearsals with other agencies.
CRITICAL INCIDENT RESPONSE TEAM

I. PURPOSE

The purpose of the Critical Incident Response Team (CIRT) is to integrate Iowa State University services, such as Public Safety, Student Counseling Services, University Relations, Human Resource Services, Student Affairs, Environmental Health and Safety, Office of University Counsel, and Academic Affairs, into a functional unit providing more timely, comprehensive and accessible support services during a wide variety of critical incidents.

Critical incidents may include threats or acts of violence, major demonstrations or riots, floods, major fires, tornadoes, airplane crashes or train derailments, major chemical spills, hostage situations, sniper activity, building collapse or explosion, bomb threats, deadly disease and food contamination occurring within the university community.

A coordinated response will provide:

- Anticipation and, where possible, prevention of incidents involving violence or injury,
- Proactive services for dealing with critical incidents,
- Coordinating of the campus response to critical incidents, and
- Coordinating of post-incidents recovery services for the university community.

II. ANTICIPATED OUTCOMES

It is anticipated that the coordinated response will provide the following outcomes:

- A better coordinated and more rapid response to critical incidents,
- A more systematic and routine approach to critical incidents,
- A venue for promptly identifying and supporting university decision makers.
- A system for evaluating all critical incidents with the goal of providing improved plans to protect lives and property as well as reduce exposure to vicarious liability.
- Improved management of public information.

III. STRUCTURE

1. The Critical Incident Response Team is a group that can be called together quickly to initiate the response to an incident.

2. The Threat Assessment Team is a core of three or four persons, managed within the Department of Public Safety, that meets to assess the threat potential of a situation.

3. Resource Services may be called upon to cooperate in and support a university response.

These are explained in more detail in the following sections:
1. **Critical Incident Response Team**

CIRT constitutes a “working group” of administrators from a variety of university divisions. CIRT has developed a strategy to support the work of lead departments/units and university decision-makers in the event of a disaster.

a. **Role(s)**

Responds immediately to *requests for assistance* with:

- Incidents requiring coordination among several university departments.
- Management of potentially violent or dangerous situations.
- Analysis of threat potential of employees or students exhibiting threatening behavior.
- Providing consultation regarding removal or barring of individuals from campus.
- Dealing with troubled employees or students.
- Removal and barring of individuals from the campus.

CIRT additionally will:

- Advise administration and appropriate personnel on resolution of critical incidents.
- Coordinate dissemination of information regarding critical incidents.
- Coordinate delivery of post-incident recovery services.

*Although the team would be available to support any university unit, requests would continue to go to existing university offices--Public Safety, Dean of Students, etc.--these areas will, in turn, call the CIRT together to assist in responding.*

b. **Membership** *(each department/office will also designate backup in the event of their unavailability)*

**Student Affairs**

- Maintains updated lists of members of CIRT and Resource Services.
- Initiates CIRT response.
- Maintains centralized database regarding critical incidents.
- CIRT liaison to administrative decision-makers.

**Dean of Students Office**

- Interprets Student Conduct Code and other policies.
- Liaison with parents and families.
- Access to student information.
- Coordinate death notification.

**Department of Public Safety**

- Coordinates emergency services and threat assessment.
- Internal communications.
- Law enforcement liaison.
Ames Police Department

- Law enforcement liaison.

Student Counseling Service

- Psychological assessment.
- Crisis intervention.
- Critical incident debriefing.
- Facilitates hospitalization.

Office of the Provost

- Liaison to academic units and centers.
- Interprets academic policies and priorities.

University Relations

- Media relations.
- Public information.
- Public relations.

Human Resource Services

- Liaison to Human Resource Services.
- Access to employee information and records.
- Interpret personnel policies.

2. Threat Assessment Team

a. Role(s)

Responds to potentially threatening situations with:

- Analysis of threat potential of person exhibiting threatening behavior.
- Providing strategies to prevent or de-escalate a potentially threatening situation.

b. Membership

Membership is made-up generally from members of the ISU Department of Public Safety but may also include members from the Provost Office, Department of Human Resource Services, Dean of Students Office and other faculty or staff as deemed necessary.
3. **Resource Services**

a. **Role(s)**

Provide consultation and services to respond to critical incidents.
- Facilitates sharing of expertise.
- Disseminates information.

b. **Membership (Specific Contribution)**

- **Office of the President**
  - Institutional decision-making (declares state of emergency).
  - Leads Executive Team in decision-making and interface with state officials.
  - Determines direction of public information.

- **Vice President for Business and Finance**
  - In the absence of the University President, declares a state of emergency.
  - Implements emergency purchasing authority to provide funding to primary service units.
  - Works closely with City of Ames Mayor and Story County Board of Supervisors.
  - Ensures that official records of a major disaster are compiled and maintained.

- **Vice President for Student Affairs**
  - Coordinates activities with various Student Affairs offices and departments.

- **Provost and Colleges**
  - Coordinates emergency procedures in their area.

- **Administrative Data Processing**
  - Provides computing access and support.

- **Affirmative Action**
  - Provides policy and law interpretations when requested by emergency providers.

- **Ames Laboratory**
  - Coordinates emergency procedures in their area.
• **Employee Assistance Program**
  Provides employee information and incident debriefing.

• **Extension**
  Coordinates emergency procedures in their area.

• **Government of the Student Body**
  Assists in the mobilization of student volunteers.

• **Institute for Physical Research and Technology**
  Coordinates emergency procedures in their area.

• **International Students and Scholars Office**
  Acts as liaison between students and parents, faculty and other concerned persons.
  Assists in the mobilization of student volunteers.

• **Memorial Union**
  Coordinates emergency procedures in their area.
  Provides shelter and food.

• **Multicultural Student Affairs**
  Coordinates liaison with student groups.
  Assists in the mobilization of student volunteers.

• **Training and Development**
  Assists in communications, particularly with employees and volunteers.

• **Environmental Health and Safety**
  Investigates and evaluates hazards to environment, health and safety.
  Maintains liaison with the county health services, county emergency staff, Ames Fire Department, other hazardous materials units and other public agencies having environmental, health and safety responsibilities or services.
• **Department of Public Safety**

Assumes initial on-site command and control of emergency response.  
Coordinates the emergency operations facility.  
Provides supplemental emergency communication between the incident command post, the site of the emergency and the emergency operations facility.  
Requests assistance from outside law enforcement agencies, ambulance, fire and other rescue.  
Coordinates needed services with the Story County Emergency Management Coordinator.  
Maintains access routes for emergency vehicles and personnel as well as other traffic control.  
Coordinates evacuation of personnel as directed.  
Maintains records and logs as emergency situation develops including casualty information.  
Develops situation maps.  
Coordinates emergency radio communications between various persons and departments.  
Coordinates arrest, processing and confinement procedures.  
Coordinates de-escalation procedures.  
Assists in the providing after-action reports.

• **Facilities Planning & Management**

Maintain emergency control and coordinate emergency restoration of utilities.  
Construct temporary facilities as needed.  
Assist in rescue, clearance and demolition.  
Procure emergency water supplies, sand bags, sand, etc.  
Provide a damage assessment team and conduct damage assessments.  
Establish liaison with construction contractors.

• **Transportation Services**

Provides transportation as needed.

• **Department of Residence**

Works with the Memorial Union staff in coordinating all sources of shelter and food.  
Provides shelter and food for personnel on-campus.

• **University Relations**

Oversees all media relations and disseminates official university statements and other information.  
Establishes information center to handle dissemination and inquiries.

• **Telecommunications**

Coordinates and maintains communication on-campus.
• **Human Resource Services**
  Assists Public Safety and FP&M in providing human resource needs.

• **Iowa State Center**
  Assists in providing personnel, expertise and equipment to Public Safety and FP&M.

• **Purchasing Department**
  Facilitates the immediate purchase of needed equipment and supplies.

• **Recreation Services**
  Assists in providing recreation equipment for use in emergency operations and rescue.

• **Student Counseling Service**
  Provides both on-site and post-incident counseling services.

• **Student Health Center**
  Provides personnel and facilities for immediate medical care.

• **Dean of Students Office**
  Coordinates liaison between students and parents, faculty and other concerned persons. Assists in the mobilization of student volunteers.

• **Office of University Counsel**
  Provides policy and law interpretations when requested by emergency providers.

• **University Book Store**
  Provides office supplies on an immediate and 24 hour basis.