

CRITICAL INCIDENT PLAN

TABLE OF CONTENTS	
SECTION	PAGE NUMBER
Plan Goals & Objectives	1
Incident Management Committee	4
Crisis Team	6
Training	8
Resolution	14
Debriefing	16
Incident Command Center	17
Purpose, Activation & Location	17
Active Plans	
Assault	18
Blood Borne Pathogens	19
Bomb Threat	22
Civil Disturbance (ex. Fighting/Protesting)	28
Contagious Disease	32
Cult Activity	33
Cyber Attack	34
Dangerous or Irate Person	40
Death Notification	41
Explosion	43
Fire	47
Food Poisoning	
General Incident Investigation	
Hazmat (ex. Chemical Spill)	50
Hostage Situation	54
Inclement Weather	58
Infrastructure Failure	64
International Program Emergency	65
Nuclear, Biological, Chemical Attack	66
Power Failure	
Suicide Attempt	78
Tornado	79
Violent Behavior	84
Incident Communications Plan	85
Appendix	

Fayette Campus

On the Fayette Campus, there will be two groups of University personnel who respond to an incident. They are the Incident Management Committee and Crisis Team. The **Incident Management Committee** is made up of chief personnel at the University who manage the communication with all stakeholders. They make decisions regarding the operation of the University with input from the Crisis Team. The **Crisis Team** members are those University employees who are called to the scene of an

incident on campus. This group of individuals manages the crisis. They are responsible for communicating with the Incident Management Committee.

PLAN GOALS & OBJECTIVES

INTRODUCTION

The need for a crisis management plan in a university is a relatively recent phenomenon. Across the United States, such crises impel a university to draft action plans to address in a campus emergency. By diminishing chaos and panic, disseminating accurate information, attending to the emotional strain on staff, faculty and students, and providing essential follow-up services, these plans can greatly relieve the burdens placed upon security and other university personnel.

This manual is intended to be a resource for all university faculty, staff and students. With careful planning, a campus crisis team can prevent the escalation of a crisis and ease the chaos that so often accompanies such an emergency.

UNIVERSITY CRISIS MANAGEMENT PLAN

A crisis plan is an invaluable asset for those required to respond quickly and effectively when a crisis occurs. The crisis plan is intended to give the team general procedures to guide the crisis team who has management responsibilities. The effectiveness of the plan will depend on people involved who demonstrate a diversity of concerns and ideas. Entire faculty and staff will then review the crisis plan so the university is familiar with the crisis team procedures.

Situations will vary from building to building. Plans should be put in writing, practiced and reviewed annually.

GOALS AND OBJECTIVES

Goals

- To increase the security of the faculty, staff and students.
- To minimize the damage and loss to the faculty, staff, students and the university.
- To return the university to its normal functioning level as soon as possible diminishing the chaos and confusion.
- To provide the necessary counseling to assist students and staff, who are emotionally affected by the crisis, to deal with the trauma.

Objectives

- To outline a predetermined plan of action which may be used to respond to emergencies or disasters.
- To establish small groups of specifically selected and trained individuals who collectively have the knowledge, skills and sensitivity to act as crisis management specialists.
- To develop an information sharing system to contain rumors and prevents escalation of the crisis.
- To utilize university and community resources and create a partnership with faculty, staff students and parents following crisis events.
- To provide guidelines for responding to the media during a crisis.
- To outline stress management and debriefing procedures for crisis team.

LEVELS OF CRISES

A crisis is defined as a critical situation that creates an emotional impact on those involved and has potential of changing a person's life for better or worse. Normally, it is not the situation itself but how people feel and react to it or the psychological reaction to the threat that makes it a crisis. An overwhelming intensity of emotions (fear, anger, and sadness) interferes with the ability to think clearly and make sound decisions. What incidents affect one person may not affect another as drastically. The immediate and severe psychological reactions will pass with time. What concerns the university is not only the short-term explosive turmoil but also the possibility of the longer lasting effect post-traumatic stress may have on the mental well-being of the faculty, staff and students.

Following a crisis, depending on how the threat of danger is handled, the opportunity for growth is promising. Emotional maturity comes from learning how to cope with sudden and devastating adversities by working through these problems. The framework of a comprehensive crisis management system outlines the involvement of key personnel according to the nature, scope and intensity of crises. Crises events can be divided into two levels depending on the impact of the event. Minor crises would involve only university personnel while major crises or catastrophes might activate local, state and federal services.

Level 1: An Individual Tragedy or Event

A level 1 crisis involves a major personal tragedy and threatening incidents primarily affecting one faculty, staff or student.

Such incidents would possibly involve:

- Campus Security
- Local Police and Ambulance Services
- Counseling Services
- Student Development
- University Crisis Team (possibly)
- University Vice President (possibly)

Examples:

- Death of a parent, guardian or significant family member
- Suicide threat (on or off campus)
- Contagious disease
- Violent or bizarre behavior of a student
- Serious illness of a faculty, staff or student
- Assault of a student on campus (physical or sexual)
- Evidence of suspected cult or drug activity
- Community or political protest activity
- Dangerous or irate person on campus

Level 2: Major Crisis Impacting the Entire University

Level 2 constitutes a major crisis that threatens the entire university. Such incidents could include fire, natural disaster, terrorism or a threatened disaster.

Such incidents would possibly involve:

- University Crisis Team
- University Security
- Local Police, Fire and Ambulance Services
- County and State Emergency Services
- University President and/ or Vice President
- Counseling Services
- Student Development

Examples:

- Tornado, severe windstorm or flood
- Bomb or bomb threat
- Fire, explosion or air plane crash
- Environmental hazard, chemical spill or gas leak
- Taking of hostages or sniper gunfire
- Cluster suicides on or off campus
- Abduction of a faculty, staff or student

EMERGENCY MANAGEMENT COMMITTEE & ESSENTIAL ORGANIZATIONS

Updated 1/26/10	OFFICE	HOME	CELL	CARRIER
Dr. Alan Walker, President	425-5201	425-5256	563-880-5436	US Cellular
<i>Don Aungst</i>	425-5286	319-332-0184	614-565-9915	Verizon
<i>Dr. David Chown</i>	425-5284	563-637-9080	563-380-1869	Verizon
Dr. David Chown, Sr. VP for Residential University & CAO	425-5284	563-637-9080	563-380-1869	Verizon
<i>Dr. Richard Patrick</i>	425-5895	563-422-2827	563-422-2827	US Cellular
<i>Dr. Doug McReynolds</i>	425-5212	425-4330	563-880-6141	US Cellular
Louise Scott, Dean of Student Development	425-5214	425-4534	563-380-8324	US Cellular
<i>Jean Merkle</i>	425-5765	425-3126	563-379-3179	US Cellular
<i>Laurie Kirkpatrick</i>	425-5786	425-4005	563-380-0661	US Cellular
Bryan Jolley, Exec. Dir. of Facilities Management & Services	425-5666	563-237-8002	319-830-3589	Verizon
<i>Larry Bond</i>	425-5262	425-3566	563-380-6185	US Cellular
<i>Tricia Pugh</i>	425-5796	425-4096	563-920-7347	US Cellular
Don Aungst, Exec. VP and Chief Financial & Planning Officer	425-5286	319-332-0184	614-565-9915	Verizon
<i>Laura Matt</i>	425-5225	563-423-5945	563-380-0849	US Cellular
<i>Jobyna Johnston</i>	425-5393		563-380-8685	US Cellular
David Miller, Athletic Director	425-5293	563-637-9000	563-419-3103	Alltel
<i>Kent McElvania</i>	425-5285	563-422-3408	563-380-6395	Alltel
<i>Shari Robertson</i>	425-5755	563-419-2739	563-419-2739	Alltel
Terry Smid, Director of Information Technology	425-5359	563-380-6527	563-419-5410	US Cellular
<i>Matt Cowley</i>	425-5213	563-425-3507	563-419-5407	US Cellular
<i>Paul Trewin</i>	425-5754	641-394-3639	563-419-5411	US Cellular
Melik Khoury, Senior VP for Strategic Positioning: CMO	425-5896	573-288-5868	217-242-3923	AT & T
<i>Monica Heaton</i>	425-5773	515-291-2070	515-291-2070	US Cellular
<i>Andrew Wenthe</i>	425-5348	563-427-4831	563-379-7182	US Cellular
Dr. William Duffy, Sr. VP for Academic Extension	563-425-5354		563-380-3256	US Cellular
<i>Fritz Oppenlander</i>	414-475-4848	262-949-9667	262-949-9667	US Cellular
<i>Wayne Converse</i>	785-784-7743		785-313-2895	

<i>Linda Haines</i>	<i>414-475-4155</i>	<i>414-571-1596</i>	<i>414-628-6896</i>	<i>T Mobile</i>
Joel Kunze, Director of Web Services	425-5259	563-425-3653	319-610-5230	US Cellular
<i>Beth Petsche</i>	<i>425-5371</i>	<i>563-539-4234</i>	<i>319-610-7358</i>	<i>US Cellular</i>
<i>Jackson Hayek</i>	<i>425-5244</i>	<i>563-380-3333</i>	<i>563-380-3333</i>	<i>US Cellular</i>

UIU WEB ALERT USER GROUP				
	OFFICE	HOME	CELL	CARRIER
Joel Kunze, Director of Web Services, MarCom	425-5259	563-425-3653	319-610-5230	US Cellular
Jackson Hayek, Director of Special Projects, MarCom	425-5244	563-380-3333	563-380-3333	US Cellular
Rebecca Hilliard, Academic Info Coord., Milwaukee Center	414-475-3380	262-402-8964	262-402-8964	Verizon
Joe Moses, Development Officer & Spec Programs Coordinator	425-5374	563-539-2841	563-608-3872	Tracfone
Beth Petsche, Creative Services Director, MarCom	425-5371	563-539-4234	319-610-7358	US Cellular

UIU ALERT USERS				
	OFFICE	HOME	CELL	CARRIER
Kari Solheim, Administrative Assistant to OSD	425-5215	425-4196	563-379-2887	US Cellular
Melissa Savage, Assistant to the Sr. V.P. for Residential Univ.	425-5347	319-283-9583	319-270-6050	Verizon
Kathy Wenthold, Director of Operations for Extended University	425-5394	563-422-5168	563-380-1141	US Cellular
Tammy Carolan, Payroll & Benefits Coordinator	425-5337	563-429-3461	641-330-8192	US Cellular
Kara Hanson, Administrative Assistant to Career Development	425-5209	425-4196	563-422-7286	US Cellular
Jennifer Biederman, Office Assistant to OSD	425-5215	425-3552	319-240-3536	US Cellular

UIU Alert Administrators: Terry Smid, Matt Cowley & Sean Sailsbury

The full Emergency Management Handbook can be found at the following location: G:\Employee FYI\Critical Incident Plan\CRITICAL INCIDENT PLAN\ACTIVE PLANS.

ADDITIONAL ESSENTIAL AGENCIES, INDIVIDUALS & PHONE NUMBERS

	OFFICE	ALTERNATE #
Fayette County Communications Center	563-422-6067	
Fayette Police	425-3500	563-605-3328
Fayette County Sheriff	422-3234	
Ambulance	425-4300	
Fayette Fire Department	425-4300	
Fayette County Disaster Services Coordinator	422-5856	319-440-3351
Homeland Security Emergency Management	515-281-3231	
Depart. of Natural Resources – Chemical Spill Hotline	515-281-8694	
American Red Cross – Oelwein (Irene Iben)	319-283-5008	319-509-0183
Laurie Kirkpatrick (Counseling Services)	425-5786	425-4005
NE Iowa Mental Health Center & Alcohol Related Problem Center – Oelwein	319-283-5774	1-800-372-6744

AREA HOSPITALS

	TOWN	PHONE
Palmer Lutheran Medical Center	West Union	563-422-3811
Mercy Hospital	Oelwein	319-283-6000
Community Memorial Hospital	Sumner	563-578-3275
Winneshiek County Memorial Hospital	Decorah	563-382-2911
Central Community Hospital	Elkader	563-245-7000
Allen Memorial Hospital	Waterloo	319-235-3697
Covenant Medical Center	Waterloo	319-272-8000

LOCAL CLERGY PERSONNEL	
	OFFICE
Abundant Life Christian Fellowship	425-3511
First United Methodist Church	425-4126
Fayette Community Church	425-3551
Grace Lutheran Church	425-3544
St. Francis of Assisi Catholic Church	888-578-5366

CRISIS KIT

A crisis kit will be distributed to President (Parker-Fox), Sr. VP for Residential University (Professional Building), Dean of Student Development (Garbee Hall), Registrar (Alexander-Dickman Hall), Director of Recreation Center (Recreation Center) and Campus Security. The kit will contain the following items:

Name tags (first responder and emergency personnel will need to know who to go to on campus), flash lights, batteries, notebooks, pens, markers, rubber gloves, bio-hand gel, duct tape, and a list of important and emergency phone numbers as well as campus maps.

RESPONSIBILITIES OF CAMPUS CRISIS TEAM MEMBERS

The **Crisis Team** members are those University employees who are called to the scene of an incident on campus. This group of individuals manages the crisis. They are responsible for communicating with the Incident Management Committee.

TEAM LEADER'S RESPONSIBILITIES (first person on the scene)

- All decisions and actions taken are your responsibility
- Verify the crisis situation
- Call **911** to notify emergency services
- Assess the situation and determine what actions are needed
- Notifies the immediate supervisor who convene the Incident Management Committee
- The crisis team should provide services for:
 - protection and evacuation
 - medical attention
 - information sharing with faculty, staff, students and parents
 - counseling
- Brief the university
- Call on community resources for assistance
- Reassess the situation with the crisis team
- Debrief the crisis team and evaluate the universities crisis management actions
- Document decisions and actions taken
- Revise the university crisis plan as needed with campus crisis team, University administration and physical plant

PHYSICAL PLANT RESPONSIBILITIES

- Assist the security department in the immediate protection of life and building safety
- Contain areas, provide a safe areas and emergency vehicle access
- Set up emergency vendors such as:
 - Food Vendors
 - Water supplies
 - Housing
 - Sanitation
 - Equipment suppliers

THE TRAINER'S RESPONSIBILITIES

- Administer First Aid
- Make request for paramedics and ambulance
- Appoint someone to meet paramedics at the entrance of the building
- Brief paramedics upon arrival and indicate which students are most seriously injured
- Arrange for someone to travel with students to the hospital

THE COUNSELOR'S RESPONSIBILITIES

- Arrange for counseling rooms
- Triage students, faculty and staff to individual or group counseling
- Check on all affected students
- Provide individual counseling as needed
- Facilitate support groups

- Monitor faculty, staff and students' adjustment
- Provide follow-up support or counseling

THE SECURITY OFFICER'S RESPONSIBILITIES

- Coordinate immediate security and protection
- Communicate with and assist the police, ambulance and fire departments
- Act as a liaison with the crisis team

THE MARKETING ASSISTANT'S RESPONSIBILITIES

- Prepare a fact sheet for the secretary of the crisis team
- Answer telephone inquiries
- Centralize phone numbers
- Facilitate the release of student information to parents or guardians

THE DEAN'S RESPONSIBILITIES

- Keep faculty, staff and students informed
- Relay team needs to the crisis team leader
- Coordinate donations or assistance to faculty, staff or students
- Act as a liaison between crisis team and those affected

THE ASSOCIATE V. P. FOR MARKETING & COMMUNICATION'S RESPONSIBILITIES

- Act as a liaison between crisis team and those affected
- Distribute press releases
- Coordinate faculty, staff, student, parent meetings

CRISIS KIT

A crisis kit will be distributed to President (Parker-Fox), Sr. VP for Residential University (Professional Building), Dean of Student Development (Garbee Hall), Registrar (Alexander-Dickman Hall), Director of Recreation Center (Recreation Center) and Campus Security. The kit will contain the following items:

Name tags (first responder and emergency personnel will need to know who to go to on campus), flash lights, batteries, notebooks, pens, markers, rubber gloves, bio-hand gel, duct tape, and a list of important and emergency phone numbers as well as campus maps.

Note: Defibrillators are located in Athletic Training in Dorman Gymnasium and the Recreation Center.

TRAINING A CAMPUS CRISIS TEAM

Advanced training is critical. The first step in preparation is to train the crisis team. When the campus security committee has selected the team, team members will be responsible for devising a crisis plan for the university. Preparation enables the team to fulfill their assigned responsibilities. As university safety needs and personnel change, an annual assessment of the crisis plan will also be needed.

PRE-TRAINING QUESTIONNAIRE

Most people have a natural interest in following safety and crisis events. The news media relates how innocent people are caught in emergency situations and endure tragedy and triumph over adversity.

The following questions normally stimulate thought and discussion.

- ◆ What type of warning system is used to signal a crisis?
- ◆ Where is an up-to-date floor plan for all university buildings?
- ◆ During a crisis, what are the guidelines for granting interviews with the media?
- ◆ What accommodations have been made for handicapped students during a crisis?
- ◆ What suicide guidelines are in place in your building?
- ◆ Provide a contact list for a major crisis on your campus?
- ◆ Why should the crisis team debrief following a crisis?

TEAM ASSIGNMENTS

Let team members brainstorm what specific responsibilities should apply to each individual on the crisis team.

PREPARATIONS FOR FUTURE MEETINGS

- ◆ Set a meeting time and place
- ◆ Assign a section of the written crisis plan to each team
- ◆ Plan a crisis drill for the team and the entire university
- ◆ Provide faculty and staff orientation (grief, gangs, violence suicide, etc.)

TARGETS AND STRATEGIES

Target 1: To Establish a Campus Crisis Team

Choose team members and establish their assigned roles and responsibilities? Be flexible in determining which functions best fit the needs of the University.

- 1.
- 2.
- 3.
- 4.

5.

6.

Who are the backup team members in case of a team member's absence?

Target 2: To Have a Prepared Plan for Sharing Information during a Crisis

Name		Phone	
Name		Phone	
Name		Phone	
Name		Phone	
Name		Phone	
Name		Phone	

- ◆ How will the team be informed and the plan activated?
- ◆ What type of warning system will be used if there is an emergency?
- ◆ What mechanism is there for disseminating information? With different types of crises how will this vary?
- ◆ What are the plans to keep faculty, staff, students and parents informed?

Target 3: To Prepare University Personnel to Respond Effectively to Crises

- ◆ What is the strategy to train safety personnel and the crisis team? Include dates, time, arrangements and agenda.
- ◆ How will the faculty, staff and students receive orientation to the crisis plan?

Target 4: How to use the Building in an Efficient Manner in the Event of a Crisis

- ◆ Have emergency workers received orientation on the building's layout?
- ◆ Where are the up-to-date floor plans kept? Plans are kept in the physical plant.
- ◆ List all hazardous material/chemicals and storage locations on campus (e.g., cleaning fluids, chemistry labs, art classrooms, physical plant, etc.) See MSDS sheets.
- ◆ Which building or rooms will be designated for individual and/or group counseling?
- ◆ Where will the command post be located for a Level 1 or Level 2?
- ◆ What room will be utilized for media activities?

Target 5: To Make Provisions for Special Populations

- ◆ Has the crisis team provisions for the handicapped or students with limited English proficiency have during a crisis?

- ◆ What provisions have been made to meet these needs?

Target 6: To Use Community Resources to Prevent and Resolve a Crisis in the University?

- ◆ Identify community leaders (police chief, mayor, church leaders, etc.) or programs that can assist the university in creating and maintaining a physically safe and emotionally positive environment.

PREVENTION MEASURES

1. Identify physical barriers and suggestions for altering buildings that would improve safety (i.e., lighting, locks, etc.).
2. List safety topics addressed at faculty meetings or staff development.
3. Identify what suicide measures are in place or planned?
4. What is the evacuation plan in case of an emergency?
5. List any additional safety strategies.

UNIVERSITY CRISIS PLAN REVIEW AND EVALUATION

Target	Not Included in Plan	Partially Complete or Needs Improvement	Complete or Appropriate
CRISIS TEAM			
Crisis team members and backup for leaders are identified.			
COMMUNICATION			
There are plans to disseminate information to faculty, staff and parents.			
A communication system linking all buildings is present.			
TRAINING AND ORIENTATION			
Training has taken place or planned.			
All staff will receive orientation.			
USE OF BUILDINGS			
Crisis counseling rooms are designated.			
Location for crisis coordination/command post identified.			
An area is assigned to the media and a media spokesperson is chosen.			
SPECIAL POPULATIONS			
Provisions have been made to address handicapped or limited English proficiency students.			
A copy of building's floor plan.			
Evacuation procedures.			
Adequate preventive safety measures are in place or planned.			
Community leaders or resources available to the university.			

Particular Strengths and Creative Areas of the Plan

Areas of Improvement

Additional Comments

Reviewer _____ Date _____

POST CRISIS CHECKLIST

Please take several minutes to fill out this checklist. This list is used to evaluate the performance of the University Crisis Team. Can also be for training purposes

1.	The crisis team demonstrated familiarity with their plan.	Yes	No
2.	The team responded in a timely fashion.	Yes	No
3.	A clear chain of command was observed.	Yes	No
4.	First Aid for injured students, faculty and staff were given priority.	Yes	No
5.	Plans were clearly stated to contact emergency services.	Yes	No
6.	A plan of action for restoring order and directing students was evident.	Yes	No
7.	The appropriate personnel were notified.	Yes	No
8.	Procedures were followed for the release of information.	Yes	No
9.	Preparations were made to counsel students, faculty and staff in groups or individually.	Yes	No
10.	Plans were made to debrief after incident was handled.	Yes	No
11.	Evidence was shown that the media were handled appropriately by a designed spokesperson.	Yes	No
12.	Emphasis on teamwork was exhibited.	Yes	No
13.	A fact sheet was prepared by the Administrative Assistant to respond to inquiries.	Yes	No
14.	The building floor plan was available.	Yes	No
15.	Evidence was shown that the team knew evacuation procedures.	Yes	No
16.	Needs of handicapped or special populations were considered.	Yes	No

CRISIS DRILLS

Preparation and training for a crisis drill will assist the university for an actual crisis situation. The drill will reveal the adequacy of the written crisis plan. This will also provide familiarity of the crisis team members with their roles. It should be considered a learning experience. Faculty, staff and students should be familiar with the university crisis plan and use their evaluations to point out the strengths and weaknesses of the plan.

The most effective drill would include local emergency services to make the drill as realistic as possible. This would include having people actually role-play the major parts of the crisis in a full-scale exercise. The anxiety and tension may run high even though it is only a simulated crisis.

These are several examples of possible scenarios.

- ◆ An angry student with a gun
- ◆ The death of a student, faculty or staff
- ◆ The suicide of a student, faculty or staff
- ◆ A bomb at the university
- ◆ A gas spill or chemical leak
- ◆ A tornado hits campus

RESOLUTION

GRIEF AND LOSS

A personal crisis is usually precipitated by the loss of something or someone close. The university needs to be prepared to help students who are grieving and assist them through this life crisis.

When the death occurs to someone who is well-known in the university and liked by many students, faculty and staff, the crisis expands beyond the personal tragedy into a major concern for the university. If an illness is the cause death there usually is some preparatory time to deal with the feelings. Nonetheless, when the news reaches the university, the normal routine will be disrupted. The disruption may last for several days as people get used to being without the deceased.

On occasion a death may actually happen at the university. A student, faculty or staff may die from a heart attack, stroke, suicide, natural causes, etc. These events cause a great deal of turmoil and chaos. People may assume undeserved responsibility and guilt because they think they could have prevented the death. For many it will be the first experience of witnessing death, which can be very frightening. Crisis management procedures need to be planned prior to these possible events. After the initial crisis has calmed down, ongoing support and follow-up counseling may be necessary for those who are most deeply affected.

University personnel need to be aware that there are possible serious consequences of psychological trauma after exposure to severe and extraordinary stress. When the body has to adapt to demands from the environment, it is considered to be under stress. These demands for adaptations are called stressors. Stress in itself is neither good nor bad. A stressor can bring joy and pleasure as well as fright and anger. Stress keeps some people from becoming stagnant, but with too much stress they can become overwhelmed. Involuntary patterns of feelings, thoughts or behaviors arise in response to real or perceived danger. These patterns are called coping or defense mechanisms and serve the purpose of reducing the effects of stress. When ordinary coping and defenses are overwhelmed during a crisis, psychological trauma occurs.

CRISIS COUNSELING

Just as the key to effective crisis management is communication, the key to emotional resolution after a crisis is counseling. One of the goals of the crisis management team is to return the university to its normal routine as soon as possible. Providing immediate crisis counseling is the means to achieve this goal and to help prevent long-lasting problems of post-traumatic stress. Counseling should be made available to help students and staff deal with their emotions and begins the healing process.

Crisis counseling is a unique specialization that has emerged from a recognition that individuals have a better capacity to resolve their problems and deal with trauma when they have an opportunity to receive empathetic support. Empathetic support identifies what they are feeling and conveys acceptance of those feelings. Crisis counselors follow a crisis-counseling model and are experts at “active listening.”

STRESS MANAGEMENT CARE FOR THE CAREGIVERS

No matter how much training or experience a crisis worker has, there is a tremendous amount of stress generated by simply helping others. Stress is defined as the body's emotional and physical reactions to a stressor. The stressor in this case for a crisis worker is the outpouring and chaos that follows the wake of a university crisis.

Crisis workers should always have permission to remove themselves from a crisis team if they are too close to the victim or witnessed the event.

- ◆ Beginning signs of burn-out for crisis counselors may include:
- ◆ Feeling apathetic, sad, guilty or helpless.
- ◆ Being physically tired, nervous, having trouble sleeping, stomach pains or loss of appetite.
- ◆ Having difficulty making decisions or easily distracted.

Suggestions to support the crisis team:

- ◆ Provide refreshments, ice water or snacks.
- ◆ Encourage them to take small breaks.
- ◆ Participate in the debriefing sessions.
- ◆ Allow for time off for after-hours work.

By supporting the crisis team, the university will gain valuable experience for future crises.

DEBRIEFING

SUGGESTIONS FOR DEBRIEFING THE CRISIS TEAM

Debriefing during and after a crisis event allows the crisis team to process experiences. The purpose is not so much to gather information or interrogate as in the military sense, but to be able to vent feelings, bolster morale, prevent burnout and foster teamwork. The debriefing is a team process and an opportunity to learn from the experience.

1. Set a short debriefing session at the end of each day and a final one for when the crisis seems to be resolved. A crisis situation is most intense soon after the event or when people first learn about it. A meeting may need to be called midday on the first day. Having lunch together would be a good time to relax a little and do some sharing.
2. Give each participant an opportunity to describe his or her experience of the day. What was the role of each in containing and resolving the crisis.
3. Allow stories to be told of personal tragedy and grief. Repeating the stories helps crisis workers deal with the trauma. Remember that the crisis team members will also be impacted by what is seen, heard and felt.
4. Explore what team members need from each other to make their jobs go more smoothly.
5. Decide where the problem areas were and how they can be corrected now or avoided in the future. Team member's responsibilities may need to be changed or the crisis plan itself revised based on this new information.
6. Provide for follow-up services for those affected the most. Traumatic experiences can result in post-traumatic stress or have a continuing influence on a child's vulnerability to psychological problems.

THE INCIDENT COMMAND CENTER

When the safety of students, faculty and staff is threatened the command center becomes the location for receiving and dispatching critical information and instruction to emergency services and the crisis team.

PURPOSE

When the city's emergency services are called to the university, the incident command center system should help with communication between the university and the emergency personnel. The purpose of the crisis team is to bring the situation under control as soon as possible. Directions given, decisions will be made and at this command center.

ACTIVATION OF THE INCIDENT MANAGEMENT COMMITTEE

The team leader, or designee in his or her absence, will activate the center when a major crisis affects the campus and requires extensive coordination.

LOCATION OF COMMAND CENTER

Emergency Personnel Command Center

University personnel who are first on site will set up the command center 50 yards from the incident sites unless government emergency personnel have already established a command site.

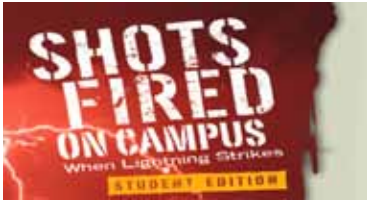
University Incident Management Team

For all emergencies the command center will be housed in Parker Fox. The only exception would be if Parker Fox would be located too close to the emergency site. Student Development in Garbee Hall would be the alternate site.

SUGGESTED PROCEDURES

The nature of the crises will dictate the specific activities of the incident command center. General operating procedures may include:

1. The team leader will consult with the incident management team, but ultimately is in charge of the site and is responsible for making decisions.
2. When the city's emergency services are involved, the team leader will work with the police chief and/or the fire chief who will assist with the evaluation of the crises and the potential solution.
3. The command center location should be identified with a sign or other means for the emergency personnel arriving at the site to assist bringing the situation under control.
4. Communication capabilities should be a major consideration when choosing a building.
5. The information center for parents should be separate from the incident command center and also needs to be readily identifiable. Consideration may need to be given for bilingual capability.
6. If there are injuries, a crisis team member should be dispatched to the hospital. These staff should keep a list of all injured people and the location where they have been transported. The crisis team members sent to the hospital will keep the university informed about the condition of the injured.
7. If students, faculty or staff are transported to another location, such as a church, grade school or a day care center the team leader may appoint another team member to supervise the site.
8. The team leader is responsible for documenting the sequences of the day's events, decisions made at the incident command center, and a summary of the post-incident crisis team debriefing.



Create a survival mindset. What will your course of action be if you are caught in a campus shooting? Survival involves three components: Awareness, Preparation and Rehearsal.

If a shooting occurs:

Figure out – what is happening, what should your course of action be? Your gut instinct will usually be right!

Get out – if you can! Get as far away from the scene as possible as fast as you can.

Once you are outside...

Call out – Don't assume someone else will have called. DIAL 911. All information is helpful.

If you cannot get out...

Hide out – Find a well protected area AWAY from the shooter. If law enforcement arrives and questions you, keep your hands open and provide as much information as you can. They will not escort you out, their first priority is to get to the gunfire and eliminate the threat.

Once you are in a safe location...

Keep out – blockade the door with any heavy items you may see. Turn out the lights and silence all electronic devices.

If you are in a room with a number of people...

Spread out – huddling together in a group makes for an easier mass killing scenario. Spread out in the room. Remain calm and quietly discuss a plan of action.

If you are left with no choice and feel confident enough to follow through...

Take out- you can take out the shooter. Assume his intentions are lethal, he will kill people unless you stop him. You can throw things at him to distract him and then do the best you can.

THIS IS A SURVIVAL MINDSET!



Extension 5816 or 563-419-8885

ACTIVE SHOOTER PROTOCOL

Armed subject - any person(s) in possession of a firearm who intend to cause harm to others or are in the process of causing great bodily harm.

RESPONSE

A. If you are located in a building and it is possible to exit safely, follow these steps:

- Exit the building as quickly as possible and away from the immediate path of danger.
- Notify anyone you may encounter to exit immediately.
- While exiting, do not run in a straight line. If possible, use walls, furniture or other objects to block you from the armed subject.
- Once outside do not run in a straight line. Use trees, vehicles or other objects to block you from view.
- When you are away from the immediate area of danger, summon help any way possible and warn others.
- If communication is possible, call Fayette Police, ext.6-911, or Upper Iowa Security, ext. 5372, providing specific information on your location, the number of armed subjects and persons who may be involved, injuries, etc.
- Take protective cover. Stay there until assistance arrives.

B. If you are located in a building and exiting the building is not possible, the following actions are recommended:

- Go to the nearest room or office. Do not stay in an open hallway.
- Do not sound the fire alarm as this may signal occupants to evacuate the building and thereby be put in harm's way.
- Close and lock the door.
- Turn off the lights.
- Barricade yourself in the room with furniture or anything else to secure the door
- Seek protective cover. Stay low to the floor.
- Close the blinds (if possible) then stay away from windows.
- Keep quiet and act as if no one is in the room. Turn off or silence any electronic equipment that may make noise.
- Do not answer the door.
- If communication is possible from an on-campus phone, call Fayette Police, ext. 6-911, or Upper Iowa Security, ext. 5372, providing specific information on your location, the number of armed subjects and persons who may be involved, injuries, etc.
- If using a cell phone, call 911 or Upper Iowa Security, 563-425-5372. It would be recommended to pre-program these numbers into your cell phone.

- Wait for the local Police or Campus Security to assist you out of the building.

C. If the shooter enters your classroom or work area:

- Remain calm. Do not provoke the shooter.
- Do not make eye contact but comply with any requests.
- Only speak when spoken to.
- Be observant of details.

D. If you are located outside a building and it appears that you can get away safely, follow these steps:

- Run away from the threat as fast as you possibly can.
- Do not run in a straight line. Use buildings, trees, vehicles or other objects to block you from view.
- When you are away from the immediate area of danger, summon help any way possible and warn others.
- If communication is possible, call Fayette Police, 911 or Upper Iowa Security, ext. 5372, providing specific information on your location, the number of armed subjects and persons who may be involved, injuries, etc.
- Take protective cover. Stay there until assistance arrives.

E. If you are located outside a building and running away is not a safe option, consider one of the following recommendations:

- Quickly assess the area and find a good place to hide.
- If death or serious physical injury is being caused to others and you are unable to run or hide, you can choose to play dead among the victims.
- You can fight back. This is dangerous, but in some situations it might be the only option.
- If you are caught by an armed subject and are not going to fight back, do not look your captor in the eyes and obey all commands.
- Once the local Police or Campus Security arrives, follow their instructions.

F. What to expect from police officers.

- Do not run up to them. Stay in your location and show your hands. Their first priority will be to find the assailant to stop any further shooting.
- Give as accurate information as you have. Description of person (name if you know the person), apparel, gun, and any other details you remember.
- Stay in your hiding spot until someone returns and notifies you that all is clear.

ASSAULT OF A STUDENT ON OR OFF CAMPUS

The following is a very brief description of procedures to occur. For a more detailed protocol please refer to the Sexual Assault protocol checklist.

ASSISTING THE VICTIM

1. Provide medical attention if there are injuries.
2. Notify University security.
3. Notify University personnel.
4. Provide counseling for the victim and his or her family. Help the victim regain a sense of security. Do not blame the victim. Respect cultural differences where, traditionally, outside counseling may not be acceptable and such matters are not shared beyond the immediate family.

IF THE ASSAULT IS A RAPE

1. Contact the police (**911**), university security and the victim's parents, if necessary. The police will probably transport the assaulted individual to the hospital.
2. Remain with the victim until the police arrive.
3. Report information only to those directly involved with the victim's safety and well-being. Protect the identity of the victim.
4. A University official should accompany or meet the victim at the hospital.
5. Prepare factual information for the media.
6. Reassure concerned parents regarding the safety precautions being taken at the University.
7. Document all activities and decisions.
8. Debrief with the crisis team.

BLOOD BORNE PATHOGENS

DEFINITIONS

Bloodborne Pathogens

Pathogenic microorganisms that are present in human blood and can cause disease in humans. These pathogens include, but are not limited to, hepatitis B virus and human immunodeficiency virus also known as HIV, and hepatitis C virus.

Exposure Incident

A specific eye, mouth, or other mucous membrane, or non-contact with blood or other potentially infectious materials that results from the performance of an employee's duties.

Source Individual

Any individual whose blood or other potentially infectious materials may be a source of occupational exposure to the employee.

EXPOSURE PROTECTION

1. Staff and faculty risk exposure when providing medical treatment to injured individuals or when dealing with or handling of blood or other bodily fluids.
2. Staff and faculty who have received proper training in first aid and CPR should be the primary individuals administering treatment to an injured individual.
3. All bodily fluids will be considered to be at risk material and contaminated.
4. Latex gloves and CPR mask shall be made available in all first aid kits.
5. Latex gloves and CPR mask will be replaced as soon as possible after use and exposure or if the items are damaged in any matter.
6. Decontamination will occur as soon as possible, by washing hands with soap and water. Bio-hand cleaner that kills germs will also be made available.
7. All equipment, environmental and working surfaces shall be cleaned and decontaminated after contact with blood or other bodily fluids.

EXPOSURE

In the event of exposure to blood or other bodily fluids the exposed individual shall report the exposure to their supervisor. The supervisor shall obtain the following information. An exposure form is attached.

1. The name of the exposed staff or faculty member.
2. The name of the source individual.
3. The date, time and location of the exposure.
4. What was the staff or faculty member doing at the time of the exposure?
5. Details of the exposure, information such as the amount of bodily fluid, what type of bodily fluid, the extent and duration of the exposure etc.
6. Use of protective equipment - was it used, did it fail, was it used improperly?

7. Was there any other staff or faculty member exposed?

MEDICAL TREATMENT

The staff or faculty member must be advised that they should seek medical treatment for the exposure. The physicians and medical staff will determine what kind of treatment, and what kind of follow up treatments their needs to be. The staff or faculty member must be reassured that all medical results that the University receives from this incident will be kept in strict confidentiality.

THE UNIVERSITY NEEDS TO PAY FOR THIS I BELIEVE THIS SHOULD BE CHECKED INTO

Upper Iowa University
Blood Borne Pathogens Exposure Form

Exposed employee name: _____

Date of exposure: _____

Time of exposure: _____

Location of exposure: _____

What were your actions at the time of the exposure: _____

Details of the exposure (amount of fluid, type of fluid, duration of exposure): _____

Was protective equipment used: _____

Did protective equipment fail or was it used improperly: _____

Was there any other staff or faculty member exposed: _____

Signature of Exposed Individual

Date

BOMB THREAT PROTOCOLS

Instructions: Be calm, be courteous, listen, and do not interrupt the caller. When possible notify your supervisor or a co-worker while the caller is still on the line. While the caller is on the line obtain the following information.

Date: _____ Time: _____

Exact words of the person calling in the threat: _____

Questions to ask the person calling in the threat:

1. When is the bomb going to explode? _____

2. Where is the bomb right now? _____

3. What kind of a bomb is it? _____

4. What does the bomb look like? _____

5. What will cause it to explode? _____

6. Why did you place the bomb? _____

7. What is your name and address? _____

Try to determine the following: (circle as appropriate)

Caller's identity: Male Female

Caller's age: Adult Juvenile Approximate age that they sound like: _____

Voice: Loud Soft High-pitched Deep Intoxicated Other: _____

Accent: Local Foreign Regional (Description) _____

Speech: Fast Slow Distinct Distorted Stutter Slurred Nasal

Language: Excellent Good Fair Poor Foul Other: _____

Manner: Calm Angry Rational Irrational Coherent Incoherent
Deliberate Emotional Righteous Laughing Intoxicated

Background noise: Office machines Factory machines Bedlam Trains
Animals Music Voices Airplanes Street-traffic
Mixed Party atmosphere

Is this call being made on a cellular phone? Yes No Unknown

Other Noise: _____

Additional Information: _____

Immediately after the call, notify the Campus Security Department at 425-5372 or cell phone number 6-419-4250. If you are unable to contact security you may contact the Office of Student Development at 425-5214 or 425-5215. These offices will in turn make contact with the proper individuals and authorities. Note: Do not use the phone that the call came in on to call for assistance, that phone will be used to trace the location of where the call came from. Unless there is an immediate emergency threat, stand by at your location for either security or law enforcement prior to any other actions.

LETTER AND PARCEL BOMB RECOGNITION POINTS

The following are characteristics of suspicious packages that come through the mail, and one or combination of these recognition points should put up a mental “red flag”:

1. Foreign mail, air mail and special delivery.
2. Restrictive marking such as confidential, personal, etc.
3. Excessive postage.
4. Hand written or poorly typed addresses, homemade labels or cut and paste lettering.
5. Incorrect titles.
6. Titles but no names.
7. Misspellings of common words.
8. Oily stains or discolorations, emit a peculiar odor.
9. No return address.
10. Excessive weight.
11. Rigid envelope.
12. Lopsided or uneven envelope.
13. Protruding wires or tinfoil.
14. Excessive securing material - masking tape (several different types of tape may be used), string, etc.
15. Visual distractions such as fragile, handle with care, rush to not delay.
16. Irregular shape or parcel may have soft spots or bulges.
17. Parcel bombs may make a buzzing or ticking noise or a sloshing sound.
18. A pressure or resistance may be noted when removing contents from an envelope or parcel.

PACKAGE(S) LEFT BY AN UNKNOWN PERSON ON UNIVERSITY GROUNDS OR THE IMMEDIATE VICINITY

1. Package may be of any size, shape, color or material, i.e. Paper wrapped package, paper sack, cardboard box, attaché case, etc.
2. Package usually appears to be out of place to the office or building users.
3. Package may be hidden.

5 STAGES OF AN EXPLOSION

If an explosion does occur there are 5 stages that will occur. They will occur within a second of the explosion:

1. Fire ball
2. Concussion wave (this can destroy internal organs)
3. Fragmentation (moves at 18,000 feet per second)
4. Reverse concussion wave
5. Crater

NEED A TITLE FOR THIS SECTION

If a bomb threat has been received by Upper Iowa University, certain individuals need to be contacted so that they can determine the course of action taken by the University, whether it is to evacuate the school or to ignore the threat all together. Those individuals are as follows

Dr. Edward Ogle 425-5284

Dr. Alan Walker 425-5201

In addition if and when the University is searched for an explosive device faculty, staff and perhaps even students may be asked to assist. The reason for this is that these individuals are familiar with the University.

Student rosters should be kept current. It is possible that the individual who made the threat is a student and a current list would assist law enforcement.

The State Fire Marshall Office recommends a minimum safe distance of 100 meters for any bomb threat; this is primarily for homemade pipe bombs and other explosives of that size. Larger explosive devices, i.e. the size of a moving truck (Oklahoma City Bombing) a minimum distance of a quarter mile are recommended. If a biological or chemical threat were made in conjunction with the explosive threat evacuation of the entire city of Fayette would not be out of the question.

Any and all media inquiry should go through Public Relations; Fedelina Madrid & Sheila Miller.

FACULTY, STAFF AND STUDENT PROCEDURES

1. All faculty, staff, and students should make a preliminary search around their immediate areas, class rooms and residence rooms for any suspicious items.
2. All faculty, staff and students, as they evacuate the University will remove the items that they brought into class or the office with them (i.e. book bags, gym bags, radio's). Faculty and staff should unplug everything that is in their class room or office.
3. Windows and doors will be left open to help dissipate any explosive force.
4. All cabinets, desk, drawers, rooms and offices will be left unlocked to make it easier for the searchers for when the school is searched and cleared.
5. When evacuation of a building is accomplished, only authorized personnel are permitted entry until the threat is resolved.
6. Personnel evacuated from the University grounds will remove themselves a minimum of 100 meters from the University buildings, possibly more depending on the threat that was made and what if any explosive material is located.
7. The heads of each department will be accountable for their staff. The Office of Student Service with the R.A's will ensure that Garbee Hall is evacuated.

THINGS THAT SHOULD NOT BE DONE

1. **DO NOT** key hand held radios and transmit.

2. **DO NOT** handle any explosive device or suspected explosive device or suspect packages.
3. **DO NOT** allow anyone, faculty, staff or student access to or near the proximity of the explosive device.
4. **DO NOT** try to move the explosive device or enclose it to minimize effects of an explosion.
5. **DO NOT** use cellular telephones.
6. **DO NOT** pull the fire alarms to evacuate any buildings.
7. If an explosive device is inside of a container **DO NOT** open the container.

Any one of the above events could trigger an explosive device if it is on University property.

SECONDARY DEVICE

Domestic terrorist in recent years have planted two explosive devices. The first to destroy there target and second to destroy responding emergency personal. The following guidelines need to be followed with the secondary device in mind

1. Gas and power lines need to be shut off after the first explosion to minimize damage of a secondary explosion.
2. Think about where the secondary device may be, anticipate its location when you respond to the scene.
3. **NO** radio or cellular phone communication within 100 meters of threat area.
4. Be aware of the damage area after the explosion, i.e. weakened structure, gas lines, debris, etc. all of these can increase the effectiveness of a secondary device.
5. Be aware of any and all potential evidence that you might be taking with you when you leave. Items such as clothing, shrapnel from the explosive device, hair fibers, or anything that might assist law enforcement in their investigation.
6. Gas and power lines need to be shut off after the first explosion to minimize damage of a secondary explosion

BOMB INCIDENT AFTER ACTION REPORT

A. Nature of incident

1. Who received the call?
2. Where was the call received?
 - a. What was the telephone number of the line to which the call was made (to trace the last call press star 69)
3. What was the date and time of call?
4. What did caller say, and what was the response of the receiver, if any?
5. Was the caller male or female?
6. What was the approximate age of the caller?
7. Were there any unusual speech characteristics of the caller such as a lisp, accent, dialect, etc.?

B. Action taken

1. Who was notified immediately after the call was received?
2. What was the time of evacuation, if applicable?
3. What search techniques were employed?
4. What was discovered, if anything?
5. What time did personnel re-enter the building, if there was an evacuation?

BOMB DISCOVERY

A. Nature of incident

1. How was the bomb discovered?
2. Where was the bomb discovered?
3. Who discovered the bomb?
4. What was the date and time of discovery?
5. Was it established that only one bomb existed?
6. What is the description of the device?

CIVIL DISTURBANCE

Most civil disturbances are peaceful and non-obstructive in nature these disturbances may be in the form of marches, meetings, picketing and rallies. Upper Iowa University shall in a civil disturbance when:

1. Any assembly or individuals act in a manner that interferes with normal operations of the University
2. Obstructing access to offices, building, or other University facilities
3. Actions that could result in damage to University, public or private property
4. Threats of physical harm to individuals, or injury of individuals
5. Willful demonstrations within the interior of any University building or structure.
6. Unauthorized entry into or occupation of any University building, room, or area of the campus.

In any situation of civil disturbance campus security or local law enforcement needs to be notified, whether it is peaceful, disruptive, or violent. EMS personal needs to be put on alert as well.

DISPERSION

If and when the time comes to disperse a crowd or group of individuals the following should occur

1. The Senior Vice President for Residential University and/or Dean of Student Development will go into the disturbance area and ask the protestors to leave and to discontinue their actions.
2. If the protestors refuse to leave and continue with the civil disturbance then the Senior Vice President for Residential University and President will make the following statement:

“I am _____ speaking on behalf of the University of Upper Iowa University.

The student code of Upper Iowa University under violations of Standards and Regulations makes civil disturbance and mass demonstration an offense. The student code reads as follows. Under the heading of Mass demonstrations and/or disorderly conduct. Any assembly or individual act that interferes with the normal operation of the University or that could result in damage to public or private property or injury to persons is prohibited, and participants will be asked to disband by designated University officials. Drunken conduct, inciting mass disturbances, and riots are also considered disorderly. Individuals present violating these rules may be subject to disciplinary action, up to and including expulsion from Upper Iowa University. The individuals may also be subject to arrest for Criminal Trespass pursuant to Code of Iowa 716.7”

3. If the protestors persist in their civil disturbance after the administrative message has been read the following statement will be made:

“Upper Iowa University has requested that law enforcement clear this area. The University’s administration will now withdraw from this area to permit law enforcement to take over the situation.”

This statement will be followed immediately by the following statement

“I am _____ of the (appropriate law enforcement agency goes here). I am asking you to leave these premises and disperse. If you do not leave now, you will be in violation of chapter 716.7 of the State Code of Iowa, Criminal Trespass. If you do not immediately disperse, you will be arrested and charged with the violation of this act.”

EVACUATION

ASSISTING THOSE WITH DISABILITIES, EVALUATION GUIDELINES

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster apartments a “Buddy System” be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personnel should be made aware of these arrangements. For all other buildings on campus a “Buddy System” can be implemented as well along with staff and faculty assistance.

PERSONS WITH VISUAL IMPAIRMENTS

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

PERSONS WITH HEARING IMPAIRMENTS

1. Write a note telling the individual of the danger and the safest evacuation route
2. Tapping the person he shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

PERSONS USING CRUTCHES, CANES OR WALKERS

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman’s carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

NON-AMBULATORY PERSONS

Most of the time non-ambulatory individuals will be able to evacuate a building on their own. If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them from smoke or fumes immediately. Always consult the persons that are being evacuated so to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he-she is removed from the chair.
5. Being carried forward or backward on a flight of stairs.
6. After-care, if removed from the wheelchair.

TRIAGE

If there are casualties then the following area will be used as the triage area, providing that the building is still structurally sound and there are no other dangers getting in and out of the building the order of the area of usage is in this order:

1. Rec Center
2. Dorman Gym
3. Auditorium in Colgrove Walker
4. Tennis Courts

The designated landing zone for the life flight helicopter will be as follows:

Primary: Football practice fields on the East side of campus.
Hazard Note: On the West side of the fields is a power line

Secondary: The oval area on the North side of campus.
Hazard Note: On the East side of the oval is a very tall flagpole

FIRST AID KITS

First aid kits are located in the following areas

Garbee Hall: Cabinet in the security office

Alexander Dickman: Registrar's office

Colgrove Walker: Roadrunners lounge

Library: Circulation desk

Baker Hebron: Chemistry lab

Dorman Gym: Training room

Parker Fox: Front desk

Professional Building: Lounge

Rec Center: Front desk and through out the building attached to the wall

Edgar Fine Arts: Ceramics studio room 103

Andres Center: Housekeeping room 127

Physical Plant: Office & grounds

DISPLACED STUDENTS

Sodexo Campus Services will provide cold meal bag lunches; meals may also be prepared on university grills. Bottled water will be brought in for drinking. The university will provide a generator for Sodexo for refrigeration purposes. Porta Potties will be brought in for the waste matters. Student may be housed in Dorman Gym of the Recreation Center as needed.

24-HOUR HOTLINE

The 1-800 phone number will be designated as the emergency 24-hour hotline number that parents may call.

PARENTAL NOTIFICATION

The Incident Management and Communications Team will notify parents of the situation and the status of their child.

COUNSELING

There are several different options that are available to Upper Iowa University in regards to counseling. Upper Iowa University has on staff Laurie Kirkpatrick who is the Director of Counseling Services. Staff members of Student Development will also be available. The following local clergy are available as well: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551. Also available is the Northeast Iowa Mental Health Center and Alcohol Related Problem Center 1297 S. Frederick Avenue Oelwein, Iowa 50662 1-563-283-5774 or 1-800-372-6744.

MEDIA

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office phone number 425-5284. Alternate to him is Don Aungst, office phone number 425-5286.

CULT ACTIVITY: EVIDENCE OF OR SUSPECTED

(Level 1)

Definition

A community of religious worship and ritual, they are generally considered to be extremist or bogus.

Response

1. Report suspected activity to Campus, Associate Dean of Student Development or Dean of Student Development. The appropriate University official will investigate the suspected activity and document their investigation.
2. After the investigation, the University official will approach law enforcement or take action to remove any threat to the safety or well-being of the University Community
3. Verify information from personnel familiar with cults.
4. Photograph evidence of suspected cult activities (mutilated animal carcasses, jars of blood, graffiti, alters, etc.)
5. Remove the contents after calling security or local police. Photograph and document evidence.
6. Follow disciplinary procedures for any offense committed.

CYBER ATTACK

The cyber attack is obviously the preferred means of attack of cyber hackers, it is also becoming a means of attack for international and domestic terrorist. Universities are particularly open to cyber attacks due to the fact that universities see them self as being open and freethinking. Universities do not want to limit the exchange of knowledge in any way. If a cyber attack does occur to Upper Iowa University chances are it will be in the form of Denial of Service, denial of service is when someone decides to make your network or firewall useless by disrupting it, crashing it, jamming it, or flooding it.

Some other forms of common cyber attacks are as follows:

SERVER HIJACKING (UNAUTHORIZED RELAYING)

This is where a spammer will take many thousands of copies of a message and send it to a huge list of email addresses. Because these lists are often so bad, and in order to increase the speed of operation for the spammer, many have resorted to simply sending all of their mail to an SMTP server that will take care of actually delivering the mail.

EXPLOITING BUGS IN APPLICATIONS

Various versions of web servers, mail servers, and other Internet service software contain bugs that allow remote (Internet) users to do things ranging from gain control of the machine to making that application crash and just about everything in between.

BUGS IN OPERATING SYSTEMS

These are typically initiated by users remotely. Operating systems that are relatively new to IP networking tend to be more problematic, as more mature operating systems have had time to find and eliminate their bugs. An attacker can often make the target equipment continuously reboot, crash, lose the ability to talk to the network, or replace files on the machine.

Upper Iowa University has two primary means of protection against cyber attacks these are as follows:

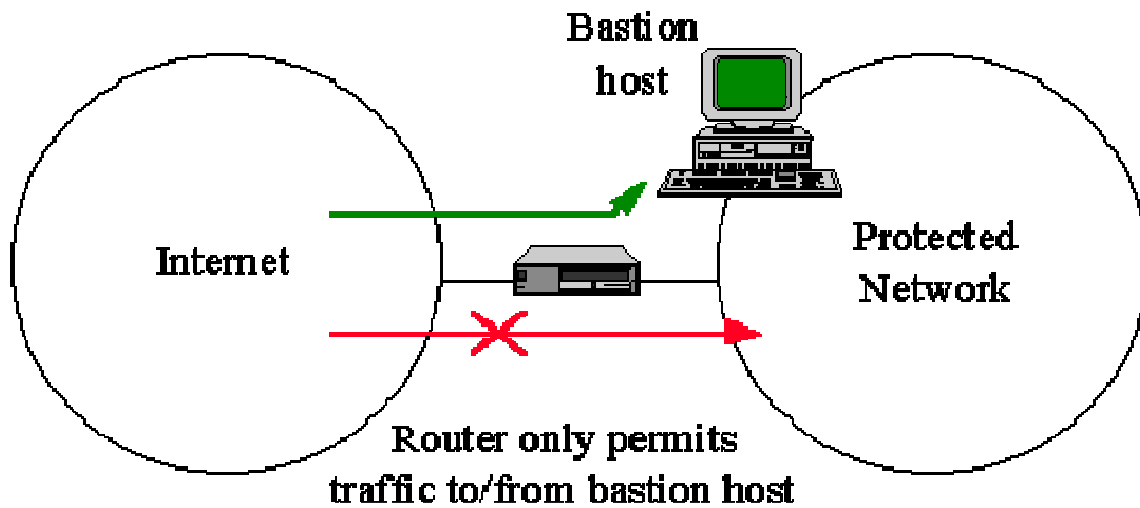
FIRE WALL

A firewall is a system or group of systems that enforces an access control policy between two networks. The actual means by which this is accomplished varies widely, but in principle, the firewall can be thought of as a pair of mechanisms: one which exists to block traffic, and the other which exists to permit traffic. Probably the most important thing to recognize about a firewall is that it implements an access control policy.

The two primary forms of firewall that are implemented by Upper Iowa University are the Screened Host Firewall and the Screened Subnet Firewall.

Figure 1: Screened Host Firewall

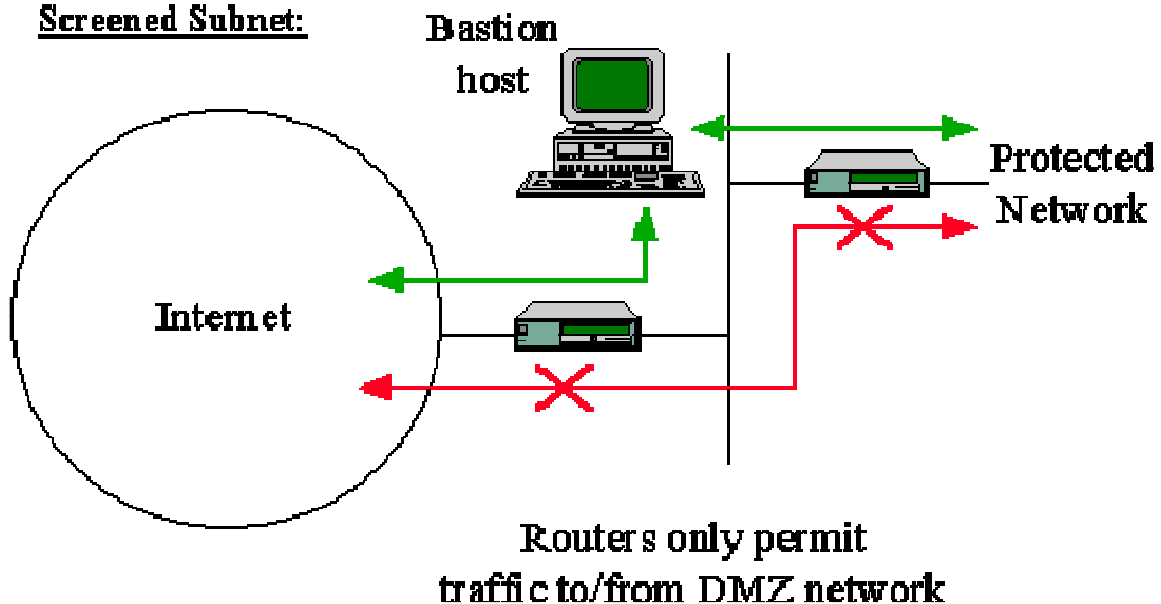
Screened Host Firewall:



In **Figure 1**, a network layer firewall called a "screened host firewall" is represented. In a screened host firewall, access to and from a single host is controlled by means of a router operating at a network layer. The single host is a bastion host; a highly-defended and secured strong-point that (hopefully) can resist attack.

Figure 2: Screened Subnet Firewall

Screened Subnet:



Example Network layer firewall: In **figure 2**, a network layer firewall called a "screened subnet firewall" is represented. In a screened subnet firewall, access to and from a whole network is controlled by means of a router operating at a network layer. It is similar to a screened host, except that it is, effectively, a network of screened hosts.

DMZ

“DMZ” is an abbreviation for “demilitarized zone.” In the context of firewalls, this refers to a part of the network that is neither part of the internal network nor directly part of the Internet. Typically, this is the area between your Internet access router and your bastion host, though it can be between any two policy-enforcing components of your architecture.

If there is a cyber attack on Upper Iowa University during non-business hours, security will be notified by e-mail or by some other means. Security will then go to the Audio Visual room in on the 2nd floor of the library. Off of the Audio Visual Room there is a storage space that stores Internet service, direct line for Upper Iowa University. On the rack of machines in the corner of the room Security will simply turn off the machine that controls the Internet service to Upper Iowa University, this will stop the cyber attack. Security will then notify the appropriate Computer Service personal, these personal are

Terry Smid, Director of Computer Services

Work phone number 563-425-5359

Home phone number 563-422-9358

Paul Trewin, Network Administrator

Work phone number 563-425-5754

Home phone number 319-394-3639

DEFINITIONS

There are several terms that are related to cyber attacks and firewalls that most layman individuals are not related with and would need to understand if they would ever have to deal with a cyber attack, several of those terms are as follows

Abuse of Privilege

When a user performs an action that they should not have, according to organizational policy or law.

Access Control Lists

Rules for packet filters (typically routers) that define which packets to pass and which to block.

Access Router

A router that connects your network to the external Internet. Typically, this is your first line of defense against attackers from the outside Internet. By enabling access control lists on this router, you'll be able to provide a level of protection for all of the hosts “behind” that router, effectively making that network a DMZ instead of an unprotected external LAN.

Application-Layer Firewall

A firewall system in which service is provided by processes that maintain complete TCP connection state and sequencing. Application layer firewalls often re-address traffic so that outgoing traffic appears to have originated from the firewall, rather than the internal host.

Authentication

The process of determining the identity of a user that is attempting to access a system.

Authentication Token

A portable device used for authenticating a user. Authentication tokens operate by challenge/response, time-based code sequences, or other techniques. This may include paper-based lists of one-time passwords.

Authorization

The process of determining what types of activities are permitted. Usually, authorization is in the context of authentication: once you have authenticated a user, they may be authorized different types of access or activity.

Bastion Host

A system that has been hardened to resist attack, and which is installed on a network in such a way that it is expected to potentially come under attack. Bastion hosts are often components of firewalls, or may be "outside" web servers or public access systems. Generally, a bastion host is running some form of general-purpose operating system (e.g., Unix, VMS, NT, etc.) rather than a ROM-based or firmware operating system.

Challenge/Response

An authentication technique whereby a server sends an unpredictable challenge to the user, who computes a response using some form of authentication token.

Chroot

A technique under Unix whereby a process is permanently restricted to an isolated subset of the file system.

Cryptographic Checksum

A one-way function applied to a file to produce a unique "fingerprint" of the file for later reference. Checksum systems are a primary means of detecting file system tampering on Unix.

Data Driven Attack

A form of attack in which the attack is encoded in innocuous-seeming data which is executed by a user or other software to implement an attack. In the case of firewalls, a data driven attack is a concern since it may get through the firewall in data form and launch an attack against a system behind the firewall.

Defense in Depth

The security approach whereby each system on the network is secured to the greatest possible degree. May be used in conjunction with firewalls.

DNS spoofing

Assuming the DNS name of another system by either corrupting the name service cache of a victim system, or by compromising a domain name server for a valid domain.

Dual Homed Gateway

A dual homed gateway is a system that has two or more network interfaces, each of which is connected to a different network. In firewall configurations, a dual homed gateway usually acts to block or filter some or all of the traffic trying to pass between the networks.

Encrypting Router

see Tunneling Router and Virtual Network Perimeter.

Firewall

A system or combination of systems that enforces a boundary between two or more networks.

Host-based Security

The technique of securing an individual system from attack. Host based security is operating system and version dependent.

Insider Attack

An attack originating from inside a protected network.

Intrusion Detection

Detection of break-ins or break-in attempts either manually or via software expert systems that operate on logs or other information available on the network.

IP Spoofing

An attack whereby a system attempts to illicitly impersonate another system by using its IP network address.

IP Splicing / Hijacking

An attack whereby an active, established, session is intercepted and co-opted by the attacker. IP Splicing attacks may occur after an authentication has been made, permitting the attacker to assume the role of an already authorized user. Primary protections against IP Splicing rely on encryption at the session or network layer.

Least Privilege

Designing operational aspects of a system to operate with a minimum amount of system privilege. This reduces the authorization level at which various actions are performed and decreases the chance that a process or user with high privileges may be caused to perform unauthorized activity resulting in a security breach.

Logging

The process of storing information about events that occurred on the firewall or network.

Log Retention

How long audit logs are retained and maintained.

Log Processing

How audit logs are processed, searched for key events, or summarized.

Network-Layer Firewall

A firewall in which traffic is examined at the network protocol packet layer.

Perimeter-based Security

The technique of securing a network by controlling access to all entry and exit points of the network.

Policy

Organization-level rules governing acceptable use of computing resources, security practices, and operational procedures.

Proxy

A software agent that acts on behalf of a user. Typical proxies accept a connection from a user, make a decision as to whether or not the user or client IP address is permitted to use the proxy, perhaps does additional authentication, and then completes a connection on behalf of the user to a remote destination.

Screened Host

A host on a network behind a screening router. The degree to which a screened host may be accessed depends on the screening rules in the router.

Screened Subnet

A subnet behind a screening router. The degree to which the subnet may be accessed depends on the screening rules in the router.

Screening Router

A router configured to permit or deny traffic based on a set of permission rules installed by the administrator.

Session Stealing

See IP Splicing.

Trojan Horse

A software entity that appears to do something normal but which, in fact, contains a trapdoor or attack program.

Tunneling Router

A router or system capable of routing traffic by encrypting it and encapsulating it for transmission across an untrusted network, for eventual de-encapsulation and decryption.

Social Engineering

An attack based on deceiving users or administrators at the target site. Social engineering attacks are typically carried out by telephoning users or operators and pretending to be an authorized user, to attempt to gain illicit access to systems.

Virtual Network Perimeter

A network that appears to be a single protected network behind firewalls, which actually encompasses encrypted virtual links over untrusted networks.

Virus

A replicating code segment that attaches itself to a program or data file. Viruses might or might not contain attack programs or trapdoors. Unfortunately, many have taken to calling *any* malicious code a "virus". If you mean "Trojan horse" or "worm", say "Trojan horse" or "worm".

Worm

A standalone program that, when run, copies itself from one host to another, and then runs itself on each newly infected host. The widely reported "Internet Virus" of 1988 was not a virus at all, but actually a worm.

MEDIA

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office phone number 425-5284. The alternate to him is Don Aungst, office phone number 425-5286.

DANGEROUS OR IRATE PERSON ON CAMPUS

Definition

Person that is so angry or enraged that they have no regard to personal and others' safety. A person that feels that they have nothing to lose or is at the "end of their rope." A person that is desperate or feels threatened in some way. A person that is way out of control.

Examples: A person that has a firearm or weapon and is threatening to use it. A person that is using a car to chase people down and trying to run them over. A person that says or has a bomb and plans to use it.

Response

Depending on the seriousness of the situation –

1. **If the person is non-threatening** call Campus Security. Check identification of the person, if possible. Determine whether the person has a legitimate reason to be on campus. As a precaution, have backup for support. If the person is a parent or a person with a legitimate reason to be there, utilize a combination of extreme politeness, courtesy and firmness. Listen to their concerns.
2. **If the person is threatening to cause harm to themselves or others**, call 911 immediately and give location of situation. Then Call Campus Security; if no answer then call On-Call Professional Staff.
3. Begin the process of clearing the area or building if necessary.
4. Notify the Dean of Students and Associate Dean of Students of situation and what is being done about the situation.
5. Document all decisions and actions taken.

DEATH NOTIFICATION

Obtain as much information as possible

WHO

Who exactly is dead, what is their relationship to the student, who else if anybody is involved? Who found the deceased? Who is telling you the information you are receiving.

WHERE

Where did this occur? Was the deceased found at their residence, did it occur at work, was it an accident on the road? Where is the deceased at now? Are they at the hospital, city morgue, and coroner's office? Where is the rest of the family? Where should the student go? Who should the student call? You should have several different phone numbers for the student to call, have them typed and ready to give to the student.

WHEN

When did this occur? Last night, two days ago and the family have not been able to find the student?

HOW/WHAT

Find out exactly what occurred and how it occurred. Find out as much detail as you possibly can. The student will have questions for you and you need to be able to answer them.

-- CONFIRMATION --

STUDENT

Make sure that you have the right student. Full name, address, physical description if you believe it is necessary. This is one time that you want to be positive.

NOT A HOAX

Make sure this is not a hoax or someone's idea of a joke or revenge. When you are gathering information you will find out where the body is at call the hospital or the funeral home. If it was a vehicle accident contact the local law enforcement.

-- ASSISTANCE --

WHO CAN HELP

Find out if the student has any relatives in the area that can go with you when you tell them. Find out if the student has any good friends on campus. Find out what religion the student is and make contact with Campus Ministry. Contact another staff member to go with you.

DO NOT MAKE THE NOTIFICATION BY YOURSELF

The student you are telling might become violent or even pass out. You do not know what the student's reaction will be; it is best to have someone to help you when you tell him or her.

-- CONTACT --

THE RIGHT PERSON

When you do make contact with the student make sure it is the right student. Ask for their full name. Ask what their mother or fathers name is. Ask if they know the deceased individual. Mistakes have been made in the past and the wrong person has been told about a death in the family.

BLUNT/COMPASSIONATE

When you tell the person, you need to be straightforward but you also need to be compassionate. For example, "I am sorry but your mother was involved in an automobile accident, she did not make it, she is dead."

INFORMATION

Have your information ready. Everything that you were told by the person making the request that you contact this student needs to be passed on to the student. Addresses, phone numbers, names should all be wrote down on paper so that the student will have it later. The student will have questions and you need to be ready.

-- STUDENT REACTION --**THINGS TO EXPECT**

The student may react in several different manners, some of which are as follows:

- Denial: No, this can't be true. I don't believe it
- Anger: Your lying, why are you lying, I will get you for this.
- No response: You may tell the student and they may not say a single word, but simple shut the door in your face.
- Break down: The student might collapse and begin to cry and become emotionally unstable.
- Thank you: The student might thank you for the information and for the details that you were able to provide.

EVACUATION PLAN

Familiarize yourself with the nearest exits to your classroom or office. This may include a door or office.

Know your designated meeting point/safe zone (fire = 50 ft away from the building). Going to the meeting point allows for a designated emergency staff to do a head count and know if all have exited safely.

If you find yourself in a critical situation where you need to exit the building,

- Notify other people in the area – if it is a fire and you see flame, pull the fire alarm.
- Proceed to the nearest exit – leave your things, don't try to take a bunch of items with you
- Go to the designated meeting point
- Wait for the all clear – this will most likely come from your supervisor, faculty, or law enforcement

Assisting those with Disabilities, Evacuation Guidelines

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster Apartments a "Buddy System" be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personal should be made aware of these arrangements. For all other buildings on campus a "Buddy System" can be implemented as well along with staff and faculty assistance.

Persons with Visual Impairments

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

Persons with Hearing Impairments

Not all fire alarm systems have visual indicators, a great deal are audio only a alternate means of warning may be necessary.

1. Write a note telling the individual of the danger and the safest evacuation route
2. Tapping the person he shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

Persons using Crutches, Cane or Walkers

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman's carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

Non-Ambulatory Persons

Most of the time non-ambulatory individuals will be able to evacuate a building on their own. If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them

from smoke or fumes immediately. Always consult the persons that is being evacuated so to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he-she is removed from the chair.
5. Being carried forwarded or backward on a flight of stairs.
6. After-care, if removed from the wheelchair.
7. Once outside meet the Fire Department so that you can give them information about the fire.
8. Once outside you are not to reenter the structure for any reason.
9. Once the Fayette Fire Department is on scene the Fire Chief or the next highest-ranking official will be in charge of the scene. The fire official will determine when or if it is safe to return to a building. The fire official will also be the one to turn the fire scene back over to the university.

EXPLOSION

Note: Any and all explosions that occur on campus should be treated as though they were deliberately set and that the explosion did not occur by accident, until it can be determined otherwise. An explosion is caused by a rapid expansion of gas from chemical reactions or incendiary devices. This results in a sudden and violent release of energy from its contained environment.

5 STAGES OF AN EXPLOSION

If an explosion does occur there are 5 stages that will occur, they will occur within a second of the explosion.

1. Fire ball.
2. Concussion wave (this can destroy internal organs).
3. Fragmentation (moves at 18,000 feet per second).
4. Reverse concussion wave.
5. Crater.

STRUCTURAL DAMAGE

Depending on the size, force and location of the explosion there may be various structural damage, damage such as damaged gas lines, down power lines, water and sewer ruptures, fires, collapsed walls and buildings, weakened structures and various forms of fragmentation.

SECONDARY DEVICE

Domestic terrorists in recent years have planted two explosive devices. The first to destroy their target and second to destroy responding emergency personnel. The following guidelines need to be followed with the secondary device in mind.

- 1 Think about where the secondary device may be, anticipate its location when you respond to the scene.
2. NO radio or cellular phone communication within 100 meters of threat area.
3. Be aware of the damage area after the explosion, i.e. weakened structure, gas lines, debris, etc. all of these can increase the effectiveness of a secondary device.
4. Be aware of any and all potential evidence that you might be taking with you when you leave. Items such as clothing, shrapnel from the explosive device hair fibers, any thing that might assist law enforcement in their investigation.
5. Gas and power lines need to be shut off after the first explosion to minimize damage of a secondary explosion.
6. Due to the possibility of a secondary device the area of the explosion should be treated as a "combat zone" that is evacuate yourself and the wounded, by stabilizing and moving them as quickly as possible.

SNIPER

Another tactic that may be used by terrorist domestic or otherwise is to have a individual(s) take up a position to shoot at and hit responding emergency personal and civilians. This tactic would greatly decrease the effectiveness of those who are dealing with the after affects of the explosion.

After an explosion occurs on campus there are several steps that need to be taken:

1. Check yourself and others around you for injuries.
2. Check the area around you to determine if it is safe to leave or if it is safer to stay.
3. If it is safe to evacuate do so as quickly and as safely as you can due to possible secondary devices and structural damage.
4. If you are trapped in a structure then alert others to your situations any way that you can.

ASSISTING THOSE WITH DISABILITIES, EVACUATION GUIDELINES

Evacuation

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster apartments a "Buddy System" be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personal should be made aware of these arrangements. For all other buildings on campus a "Buddy System" can be implemented as well along with staff and faculty assistance.

Persons with Visual Impairments

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

Persons with Hearing Impairments

Write a note telling the individual of the danger and the safest evacuation route

Tapping the person he shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

Persons using Crutches, Cane or Walkers

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman's carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

Non-Ambulatory Persons

Most of the time non-ambulatory individuals will be able to evacuate a building on their own. If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them from smoke or fumes immediately. Always consult the persons that are being evacuated so to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he-she is removed from the chair.
5. Being carried forwarded or backward on a flight of stairs.
6. After-care, if removed from the wheelchair.
7. If you are trapped in a structure then alert others to your situations any way that you can.
8. As soon as possible notify the Communication Center at 422-6067 or 911 that there has been an explosion on the campus of Upper Iowa University. Tell them who you are, your exact location, and the exact location of the explosion. If you are able inform the dispatcher exactly what the

explosion sounded like and what color the smoke was and is that is coming from the area of the explosion, answer any and all other questions that the dispatcher may have for you.

9. Upon the arrival of emergency personal, the emergency personal will take over the scene and determine when it will be turned back to Upper Iowa University.

Triage

If there are casualties after the explosion then the following area will be used as the triage area, providing that the building is still structurally sound and there are no other dangers getting in and out of the building the order of the area of usage is in this order

1. Rec Center
2. Dorman Gym
3. Auditorium in Colgrove Walker
4. Tennis Courts

The designated landing zone for the life flight helicopter will be as follows:

Primary: Football practice fields on the East side of campus.
Hazard Note: On the West side of the fields is a power line.

Secondary: The oval area on the North side of campus.
Hazard Note: On the East side of the oval is a very tall flagpole.

First Aid Kits

First aid kits are located in the following areas on campus:

Garbee Hall: Cabinet in the security office

Alexander Dickman: Registrar's office

Colgrove Walker: Roadrunners lounge

Library: Circulation desk

Baker Hebron: Chemistry lab

Dorman Gym: Training room

Parker Fox: Front desk

Professional Building: Lounge

Rec Center: Front desk and through out the building attached to the wall

Edgar Fine Arts: Ceramics studio room 103

Andres Center: Housekeeping room 127

Physical Plant: Office & grounds

Radiological Dispersal Devices (Dirty Nuke, Dirty Bomb)

If Upper Iowa University is the victim of a Radiological Dispersal Device we may not even be aware of it due to the fact that it would come in the form of a explosion. If an explosion does occur on campus either emergency personal or the University itself needs to check for radiation.

Displaced Students

Sodexo Campus Services will provide cold meal bag lunches; meals may also be prepared on university grills. Bottled water will be brought in for drinking. The university will provide a generator for

Sodexo for refrigeration purposes. Porta Potties will be brought in for the waste matters. Students may be housed in Dorman Gym of the Recreation Center as needed.

24-hour hotline

The 1-800 phone number will be designated as the emergency 24-hour hotline number that parents may call.

Parental Notification

The Incident Management and Communications Team will notify parents of the situation and the status of their child.

Counseling

There are several different options that are available to Upper Iowa University in regards to counseling. Upper Iowa University has on staff Laurie Kirkpatrick who is the Director of Counseling Services. Staff members of Student Development will also be available. The following local clergy are available as well: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551. Also available is the Northeast Iowa Mental Health Center and Alcohol Related Problem Center 1297 S. Frederick Avenue Oelwein, Iowa 50662 1-563-283-5774 or 1-800-372-6744

Media

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office phone number 425-5284. The alternate to him is Don Aungst, office phone number 425-5286

FIRE

Proper Response Steps

1. Activate the nearest fire alarm and notify others of the danger.
2. Dial 911 for help tell the dispatcher the following information:
 - a. What building you are in.
 - b. What floor you are on.
 - c. Is there any one left inside of the building that you know of.
3. If the fire is small and if it can be extinguished safely and quickly you may use the fire extinguishers that are located throughout the buildings on campus. When using a fire extinguisher remember pull, point, press and sweep. Direct the nozzle and contents of the extinguisher at the base of the fire.
4. If the fire is large, very smoky or rapidly spreading do not attempt to extinguish the fire just exit the building.
5. As you are exiting the building continue to knock on doors and alerting all occupants of the fire.
6. Close but do not lock all doors as you exit the building, if you can do so safely, this will help to contain the fire.
7. Do not use elevators.
8. Avoid smoke filled areas.
9. Prior to opening any door, feel it from top to bottom. If it is hot do not proceed find an alternate escape route. If the door is cool to the touch crouch low and open the door slowly. If there is smoke present close the door quickly so that you do not inhale the smoke. If there is no smoke present then proceed this way to exit the building.
10. If you are trapped in the building:
 - a. Keep the doors closed.
 - b. Seal the cracks and vents if smoke comes in.
 - c. If there is no smoke outside the window open the windows to let the heat and smoke out and to let fresh air in.
 - d. Hang an object outside of the window to attract the attention of the Fire Department and others that might be outside.
 - e. If possible dial 911 to let them know of your situation and your location.

Assisting those with Disabilities, Evacuation Guidelines

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster Apartments a "Buddy System" be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personal should be made aware of these arrangements. For all other buildings on campus a "Buddy System" can be implemented as well along with staff and faculty assistance.

Persons with Visual Impairments

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

Persons with Hearing Impairments

Not all fire alarm systems have visual indicators, a great deal are audio only a alternate means of warning may be necessary.

1. Write a note telling the individual of the danger and the safest evacuation route
2. Tapping the person he shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

Persons using Crutches, Cane or Walkers

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman's carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

Non-Ambulatory Persons

Most of the time non-ambulatory individuals will be able to evacuate a building on their own. If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them from smoke or fumes immediately. Always consult the persons that is being evacuated so to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he-she is removed from the chair.
5. Being carried forward or backward on a flight of stairs.
6. After-care, if removed from the wheelchair.
7. Once outside meet the Fire Department so that you can give them information about the fire.
8. Once outside you are not to reenter the structure for any reason.
9. Once the Fayette Fire Department is on scene the Fire Chief or the next highest-ranking official will be in charge of the scene. The fire official will determine when or if it is safe to return to a building. The fire official will also be the one to turn the fire scene back over to the university.

Triage

If there are casualties then the following area will be used as the triage area, providing that the building is still structurally sound and there are no other dangers getting in and out of the building the order of the area of usage is in this order

1. Rec Center
2. Dorman Gym
3. Auditorium in Colgrove Walker
4. Tennis Courts

The designated landing zone for the life flight helicopter will be as follows

Primary: Football practice fields on the East side of campus.

Hazard Note: On the West side of the fields is a power line

Secondary: The oval area on the North side of campus.

Hazard Note: On the East side of the oval is a very tall flagpole

First Aid Kits

First aid kits are located in the following areas

Garbee Hall: Cabinet in the security office

Alexander Dickman: Registrar's office

Colgrove Walker: Roadrunners lounge

Library: Circulation desk

Baker Hebron: Chemistry lab

Dorman Gym: Training room

Parker Fox: Front desk

Professional Building: Lounge

Rec Center: Front desk and through out the building attached to the wall

Edgar Fine Arts: Ceramics studio room 103

Andres Center: Housekeeping room 127

Physical Plant: Office & grounds

Displaced Students

Sodexo Campus Services will provide cold meal bag lunches; meals may also be prepared on University grills. Bottled water will be brought in for drinking. The university will provide a generator for Sodexo for refrigeration purposes. Porta Potties will be brought in for the waste matters. Students may be housed in Dorman Gym of the Recreation Center as needed.

24-hour hotline

The 1-800 phone number will be designated as the emergency 24-hour hotline number that parents may call.

Parental Notification

The Incident Management and Communications Team will notify parents of the situation and the status of their child.

Counseling

There are several different options that are available to Upper Iowa University in regards to counseling. Upper Iowa University has on staff Laurie Kirkpatrick who is the Director of Counseling Services. Staff members of Student Development will also be available. The following local clergy are available as well: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551. Also available is the Northeast Iowa Mental Health Center and Alcohol Related Problem Center 1297 S. Frederick Avenue Oelwein, Iowa 50662 1-563-283-5774 or 1-800-372-6744

Media

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office phone number 425-5284. Alternate to him is Don Aungst, office phone number 425-5286.

GENERAL INVESTIGATION PROCEDURE

Definition:

The following procedure will be used for incidents that have already occurred. These require investigation to identify what happened, if people need to be contacted and what communication needs to happen with various university constituents.

Procedure:

1. Incident will be reported to a university office or official.
2. Appropriate University personnel are notified.
3. Investigation begins with making phone calls to verify information and identify what needs to happen next.
4. Make contact with University Marketing Department regarding necessary public relations assistance.

HAZMAT

HAZMAT ACCOUNTABILITY

Create and maintain an inventory of all chemicals on campus, to include the primary name on the label and the average quantity kept on hand.

Ensure that all chemicals are properly labeled and that labels are not removed or defaced

Obtain a Material Safety Data Sheet from the vendors for each chemical; have a copy of the Material Safety Data Sheet in an easily accessible location near the chemical. Material Safety Data Sheet provides specific information on the chemicals used on campus

Supply Campus Security, Fayette Fire Department, Fayette Police Department, and Fayette County Sheriffs office with a copy of the chemical inventory and MSDS.

SIMPLE SPILLS

A simple spill has the following characteristics:

1. It does not spread rapidly.
2. It does not endanger individuals.
3. It does not endanger the environment.
4. The individual that spilled the material can clean it up.

MAJOR SPILLS

A major spill has the following characteristics:

1. It does spread rapidly
2. It does endanger the lives of individuals
3. It does endanger the environment
4. The individual that caused the spill needs to dial 911 for assistance and remove themselves from the area.

911

When you do dial 911 you need to provide the following information:

1. Your name.
2. Your exact location.
3. What type of chemical was spilled?
4. What quantity of the chemical was spilled?
5. Stay on the line until the dispatcher on the other end hangs up or tells you it is safe to hang up.

Upon the arrival of the Fayette Fire Department the Fire Chief or the next highest-ranking official will take charge of the HAZMAT scene. They will remain in command of the scene until they deem the area safe and return control back to Upper Iowa University.

EVACUATION

Assisting those with Disabilities, Evacuation Guidelines

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster Apartments a "Buddy System" be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personal should be made aware of these arrangements. For all other buildings on campus a "Buddy System" can be implemented as well along with staff and faculty assistance.

Persons with Visual Impairments

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

Persons with Hearing Impairments

1. Write a note telling the individual of the danger and the safest evacuation route
2. Tapping the person he shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

Persons using Crutches, Cane or Walkers

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman's carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

Non-Ambulatory Persons

Most of the time non-ambulatory individuals will be able to evacuate a building on their own. If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them from smoke or fumes immediately. Always consult the persons that is being evacuated so to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he-she is removed from the chair
5. Being carried forward or backward on a flight of stairs
6. After-care, if removed from the wheelchair.

If building needs to be evacuated then staff, faculty and R.A.'s will notify all those affected. When evacuating a building do not go through the contaminated area, stay up wind of the contaminated area

Triage

If there are casualties then the following area will be used as the triage area, providing that the building is still structurally sound and there are no other dangers getting in and out of the building the order of the area of usage is in this order

1. Rec Center
2. Dorman Gym
3. Auditorium in Colgrove Walker
4. Tennis Courts

The designated landing zone for the life flight helicopter will be as follows:

Primary: Football practice fields on the East side of campus.
Hazard Note: On the West side of the fields is a power line.

Secondary: The oval area on the North side of campus.
Hazard Note: On the East side of the oval is a very tall flagpole.

First Aid Kits

First aid kits are located in the following areas

Garbee Hall: Cabinet in the security office

Alexander Dickman: Registrar's office

Colgrove Walker: Roadrunners lounge

Library: Circulation desk

Baker Hebron: Chemistry lab

Dorman Gym: Training room

Parker Fox: Front desk

Professional Building: Lounge

Rec Center: Front desk and through out the building attached to the wall

Edgar Fine Arts: Ceramics studio room 103

Andres Center: Housekeeping room 127

Physical Plant: Office & grounds

Shelter in place

If the need should arise and evacuation is not an option due to the hazard then students, faculty and staff should shelter in place. Close windows, seal cracks and opening with available material, shut down vents and air conditioning. Protect yourself as best you can from any and all sources of exterior air.

Displaced Students

Sodexo Campus Services will provide cold meal bag lunches; meals may also be prepared on university grills. Bottled water will be brought in for drinking. The university will provide a generator for Sodexo for refrigeration purposes. Porta Potties will be brought in for the waste matters. Students may be housed in Dorman Gym of the Recreation Center as needed.

24-hour hotline

The 1-800 phone number will be designated as the emergency 24-hour hotline number that parents may call.

Parental Notification

The Incident Management and Communications Team will notify parents of the situation and the status of their child.

Counseling

There are several different options that are available to Upper Iowa University in regards to counseling. Upper Iowa University has on staff Laurie Kirkpatrick who is the Director of Counseling Services. Staff members of Student Development will also be available. The following local clergy are available as well: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church

425-3551. Also available is the Northeast Iowa Mental Health Center and Alcohol Related Problem Center 1297 S. Frederick Avenue Oelwein, Iowa 50662 1-563-283-5774 or 1-800-372-6744

Media

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office phone number 425-5284. The alternate to him is Don Aungst, office phone number 425-5286.

HOSTAGE SITUATION / INDIVIDUAL WITH A WEAPON

If a hostage situation occurs on campus or an individual with a weapon is on campus immediately notify 911 of the situation. Make sure that you give your name, ensure that the dispatcher understands the situation and that this is not a hoax or prank call. If you are able to use the SALUTE format when giving the information use the following:

- S:** Size, is it one person or five, how many aggressors are there?
- A:** Activity, are they taking hostages, are they shooting, are they planting explosive devices, are they yelling political slogans?
- L:** Location, where exactly are they on campus?
- U:** Uniform, what are they wearing, blue jeans and a black shirt, camouflage uniform, shorts and a t-shirt.
- T:** Time, when did you see this event was it 5 minutes ago or half an hour.
- E:** Equipment, what did they have with them pistol, revolver, shotguns, assault rifles, hunting rifles, knives, ammunition, explosives, helmets, body armor, or other various equipment.

Stay on the line with the dispatcher until they have you hang up

Notify all faculty, staff and students of the situation. A phone tree, if necessary will accomplish this and if it can be done safely a staff member will make the notifications in person.

Students, staff, faculty members should shelter in place, remain in the rooms that you are in, secure the doors, move away from doors and windows, stay low to the floor.

All staff, faculty and students who are outside at the time should seek a safe building and room to in which to shelter.

If the hostage taker or aggressors can be contained in one section of the building, faculty, students, staff should evacuate from that building / area to a safe place

Do not attempt to negotiate with a hostage taker or a armed individual(s)

IF YOU ARE TAKEN HOSTAGE

Normally, the most dangerous phases of a hostage situation are the beginning and, if there is a rescue attempt, the end. At the outset, the terrorists typically are tense, high strung and may behave irrationally.

Remain calm, do not panic, and make a concentrated effort to relax. Breathe deeply and prepare yourself mentally, physically and emotionally for the possibility for a long ordeal. Think positively. Avoid a sense of despair. Rely on your inner resources. Move slowly and with confidence. Remember that you are a valuable commodity to your captors. It is important to them to keep you alive and well.

If possible notify 911, staff, faculty, students of your situation, if safe to do so.

Do not resist, make threats, challenges or any sudden threaten moves or antagonize in any way individual with the weapon. The only exception to this would be if there was a very real probability of imminent death to yourself or others.

Try to remain inconspicuous, avoid direct eye contact and the appearance of observing your captors actions.

Constantly assess the situation. Is the individual(s) going to actually use their weapon or are they after attention.

If questioned, keep your answers short and to the point. Do not volunteer information or make unnecessary overtures. Do not condone the individual's actions

In a calm voice and mannerism, try to talk to the individual. Gradually and increasingly make request for personal comforts

Comply with the individual's demands as long as they are reasonable.

If a rescue attempt is made by law enforcement lie flat and face down on the ground covering your head with your arms and hands. Do not get up until told to do so by law enforcement officers. You will be handcuffed, this is a safety precaution. Law enforcement officers cannot be positive that there is not another hostage taker who is posing as a hostage. You will be lead outside and identified by a staff or faculty member.

ACTIONS

Upon the arrival of law enforcement on the scene of a hostage situation or a individual with a weapon the scene will be turned over to law enforcement. The scene will remain under their control until law enforcement returns control back to the university.

EVACULATION

Assisting those with Disabilities, Evacuation Guidelines

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster apartments a "Buddy System" be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personal should be made aware of these arraignments. For all other buildings on campus a "Buddy System" can be implemented as well along with staff and faculty assistance.

Persons with Visual Impairments

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with and where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

Persons with Hearing Impairments

1. Write a note telling the individual of the danger and the safest evacuation route
2. Tapping the person he shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

Persons using Crutches, Cane or Walkers

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman's carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

Non-Ambulatory Persons

Most of the time non-ambulatory individuals will be able to evacuate a building on their own. If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them from smoke or fumes immediately. Always consult the persons that is being evacuated so to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he-she is removed from the chair
5. Being carried forwarded or backward on a flight of stairs
6. After-care, if removed from the wheelchair.

Triage

If there are casualties after the tornado then the following area will be used as the triage area, providing that the building is still structurally sound and there are no other dangers getting in and out of the building the order of the area of usage is in this order

1. Rec Center
2. Dorman Gym
3. Auditorium in Colgrove Walker
4. Tennis Courts

The designated landing zone for the life flight helicopter will be as follows

Primary: Football practice fields on the East side of campus.
Hazard Note: On the West side of the fields is a power line

Secondary: The oval area on the North side of campus.
Hazard Note: On the East side of the oval is a very tall flagpole

First Aid Kits

First aid kits are located in the following areas

Garbee Hall: Cabinet in the security office

Alexander Dickman: Registrar's office

Colgrove Walker: Roadrunners lounge

Library: Circulation desk

Baker Hebron: Chemistry lab

Dorman Gym: Training room

Parker Fox: Front desk

Professional Building: Lounge

Rec Center: Front desk and through out the building attached to the wall

Edgar Fine Arts: Ceramics studio room 103

Andres Center: Housekeeping room 127

Physical Plant: Office & grounds

Displaced Students

Sodexo Campus Services will provide cold meal bag lunches; meals may also be prepared on university grills. Bottled water will be brought in for drinking. The university will provide a generator for Sodexo for refrigeration purposes. Porta Potties will be brought in for the waste matters. Student may be housed in Dorman Gym of the Recreation Center as needed.

24-hour hotline

The 1-800 phone number will be designated as the emergency 24-hour hotline number that parents may call.

Parental Notification

The Incident Management and Communications Team will notify parents of the situation and the status of their child

Counseling

There are several different options that are available to Upper Iowa University in regards to counseling. Upper Iowa University has on staff Laurie Kirkpatrick who is the Director of Counseling Services. Staff members of Student Development will also be available. The following local clergy are available as well: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551. Also available is the Northeast Iowa Mental Health Center and Alcohol Related Problem Center 1297 S. Frederick Avenue Oelwein, Iowa 50662 1-563-283-5774 or 1-800-372-6744

Media

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office phone number 425-5284. The alternate to him is Don Aungst, office phone number 425-5286.

INCIDENT COMMUNICATIONS PLAN

At the first sign of a potential incident or controversy involving Upper Iowa University, whether before or after exposure in the news media, begin preparing for a timely, accurate and appropriate response.

1. Assess the situation; take immediate action.

- A. The individual who encounters the situation should quickly gather full, accurate information from appropriate sources.
- B. Contact the head of the area in which the situation exists, who in turn:
 - Determines whether an immediate response is necessary.
 - (If it is) Contacts the president, senior vice president, or dean, or those next in line to these individuals.
- C. The president, senior vice president, or dean decides who should be contacted:
 - If the incident is of major importance, call together a team from the below-listed names. Determine meeting time and place and choose a chairperson (the composition of the team will depend on the nature of the situation.) From the afore listed of names. (see page 2).

2. Following consultation and debriefing with the team, a decision should be made as to what other individuals or agencies should be contacted, if an emergency situation exists:

The following offices could be contacted, if not already involved:

A. LAW ENFORCEMENT OR OTHER PROTECTIVE AND EMERGENCY AGENCIES		
	OFFICE	ALTERNATE #
Emergency	911	
Fayette Police	440-1520	425-3500
Fayette County Sheriff	422-3234	
Ambulance	425-4300	
Fayette Fire Department	425-4300	

B. ENVIRONMENTAL HEALTH AND SAFETY		
	OFFICE	ALTERNATE #
Fayette County Disaster Services Coordinator	427-3792	
Hazardous material release:		
Sheriff's department	422-3234	1-800-272-3234
Local Emergency Planning Committee	427-3711	
Iowa Disaster Service Division	515 281-3231	
Iowa Emergency Response	515 281-8460	
Department of Natural Resources	515-281-8694	1-800-535-0202

C. PLANT OPERATIONS		
	OFFICE	ALTERNATE #
Director of Plant Operations	425-5384	

3. After assessing the nature and scope of the situation that has arisen, a plan of action should be initiated, which should include some or all of the following components. Identify an individual to be in charge of each of the following steps:

A. Plan an immediate response.

1. Designate who will speak for the University.
 - Those dealing with the media should review media memo.
 - Discuss need to produce taped response for radio or whom to make available for radio (if not the same as #1 above).
 - Identify other individuals who may serve as spokespersons.
 - Name _____ Phone _____
2. Write a fact sheet to use as a guide for drafting media statement. (News media will expect and demand an immediate response.)
 - Name _____ Phone _____
3. Decide whether a news conference and/or news release is an appropriate means of conveying information.
 - Determine if a media-briefing center is needed.
4. Decide where TV and newspaper photographers will be allowed to go on campus.
 - Discuss need to supply video footage of the campus.
5. Determine what means of internal communications will be used and who will send a memo or speak.
6. At the earliest stage possible, give secretaries/receptionists clear instructions in handling telephone calls concerning the situation.
 - Schedule a debriefing with the appropriate involved individuals.
 - Name _____ Phone _____
7. Alert other offices about where to refer calls pertaining to the incident.
 - The University main switchboard.
 - Other appropriate administrators (vice presidents, deans & directors). (A University telephone directory is attached to this document.)
 - Other campus communications offices:
 - Dean of Student Development - 5214
 - Sr. VP for Residential University - 5348
 - Athletic Director - 5293
 - Main Switchboard (0) - 5200
 - Admission - 5279
 - Extended University – 5239
 - Name _____ Phone _____

8. Discuss alternative or additional means of conveying information.
- This might include such items as letters to parents of students or selected other constituencies of the University, letters to newspaper editors, consultation with trustees and center directors, etc.

• Name _____ Phone _____

- B. Draft a brief initial statement or list of details for use until a more detailed statement or story can be drafted.

• Name _____ Phone _____

- C. Check the University master calendar to determine if the incident might affect scheduled upcoming events and how to handle it (athletics, concerts, campus visit days, OAR Days, etc).

• Name _____ Phone _____

- D. Determine if a legal matter is involved and if the Upper Iowa attorney is needed.

• Name _____ Phone _____

- E. After developing a proposed plan of action, with consideration to the elements above, have the committee review all involved material.

4. Document media coverage.

- Alert individuals handling newspaper clippings to immediately scan papers and videotape television reports for stories related to the situation. Deliver copy to the incident management team chairperson.

• Name _____ Phone _____

5. Set up information files on the situation at hand and material related to the incident.

- Determine need to assign photographers to the scene.

• Name _____ Phone _____

6. Plan to frequently update staff and appropriate administrators. Keep the team chairperson continually apprised of the situation.

- The team chairperson should be notified of all media contacts, even if declined.

7. Monitor the situation on a regular basis until closure is reached.

- Release updates to the media (see Media Reminders).

• Name _____ Phone _____

8. Have a follow-up assessment:

- Determine what worked, what did not work, and what changes might be made in the future for improved incident management. The total incident management team should be called together.

• Name _____ Phone _____

From the moment an incident has been identified: a list of top priority contacts need to be made, the president, senior vice president or dean should be called as soon as possible, and the incident management team or committee should discuss *what happened, who is involved, and what the University is doing about it.*

LOGISTICAL DETAILS

1. Determine where news conferences/media availabilities can and should be held. (Know sizes/capacity of rooms, who to call to reserve rooms and prepare a list of campus room availabilities)
2. Assess status of phone lines. Determine whether more phone lines are needed in a crisis event. Determine location of the nearest phones that media can use to call their offices.
3. If a media briefing area or pressroom needs to be designated, appropriate administrators should discuss where the best place would be to have media gather. Have knowledge of equipment and space. Each communications office should keep an inventory of what equipment and space they have available, where cameras can plug in, where laptops can be plugged into phones and where computers can be used in their specific areas.
4. Maintain details on hotels/motels, which are closest, best, cheapest. (Hotel/motel information attached.)
5. Determine parking logistics in advance. Where can media park? Specific parking areas may need to be set aside. Campus information personnel should work with the police to determine parking areas. Particular emphasis should be given to determining, with police, where satellite trucks may park in the event of a major crisis.
6. Maintain a list of available staff support. Clerical, technical back-up people, as well as staff who deal directly with the media, should be reachable.
7. Consideration should be given to the University communications office purchasing a portable power supply. In a natural disaster, such as a weather situation, telephones, computers, faxes, and copiers would be useless without back-up power.
8. Have the most recently updated campus map available. (Attached)

NEWS CONFERENCES AND PRESS AVAILABILITIES

1. When you notify media of news conferences/availabilities, be sure to define what kind of event you are actually having. Usually, if you announce a news conference, media expect you to provide them with information, or to announce something. Press availability can simply mean you are making individual(s) available to answer questions from the media.
2. Don't call unnecessary news conferences. If it's not worth their time, the media will be uncooperative.
3. If holding a news conference, try to tell media in advance some details of what you will be announcing. Being coy will not only irritate the media, but may prevent them from attending your event.

4. Gauge the size of your crowd carefully when reserving a room; better to have too much than too little space. Make sure microphones, chairs, lighting, and water are in place at least 30 minutes before an event.
5. Decide format in advance. Who will introduce speakers, who decides when question/answer periods end, and other details.
6. Decide in advance whether or not handouts are needed. If speaker is giving a written talk, you may want to wait and hand out material after the talk, so media will stay and listen. However, it's advisable to tell them you will give them a copy later.

MEDIA RELATIONS REMINDERS

1. ALWAYS return media calls, even if they call more than once and even if they are hostile. "Bunker mentality" won't make the problem or the media go away. The more cooperative you appear, the better.
2. Carefully communicate with media reps when you are talking with them-that means both talking and listening. During this time, if you're friendly and don't rush them, they appreciate it. Also, through conversation, the media can provide you with information that is useful.
3. Avoid antagonizing media reps, if possible. A sharp tone at a press conference, during a phone call, or elsewhere can affect your future relationship with an individual and with any other media reps who may hear the conversation.
4. Consider establishing a dedicated call-in phone line that will offer information to media or others who phone in. (Info on news conferences, rumor control info and newly acquired information can be placed on a tape that can be updated. Particularly useful when regular phone lines are tied up with calls.)
5. Consider how information you release to media may affect others. If things you say will result in media calling other agencies or individuals, you need to call them first to warn of impending calls.
6. When talking to media, be sure to give credit to other agencies, groups or individuals working on the incident, including your own staff. (First, because it's courteous and the right thing to do, and second, it also enhances relationships and reflects well on you.)

INCLEMENT WEATHER

DEFINITIONS

WATCH

Forecast issued well in advance to alert the public of the possibility of a particular hazard (eg. tornado watch, flash flood watch). Take a look at a sample watch issued by the National Weather Service.

WARNING

Forecast issued when a particular hazard is "imminent" or already occurring (e.g., tornado warning, flash flood warning). Take a look at a sample warning issued by the National Weather Service.

SEVERE WEATHER

Generally, any destructive weather event, but usually applies to localized storms, such as blizzards, intense thunderstorms, or tornadoes.

THUNDERSTORM

Produced by a cumulonimbus cloud, it is a microscale event of relatively short duration characterized by thunder, lightning, gusty surface winds, turbulence, hail, icing, precipitation, moderate to extreme up and downdrafts, and under the most severe conditions, tornadoes.

SEVERE THUNDERSTORM

A thunderstorm with winds measuring 50 knots (58 mph) or greater, 3/4 inch hail or larger, or tornadoes. Severe thunderstorms may also produce torrential rain and frequent lightning. Related term: supercell.

LIGHTNING

A sudden and visible discharge of electricity produced in response to the build up of electrical potential between cloud and ground, between clouds, within a single cloud, or between a cloud and surrounding air. Related terms: ball lightning and heat lightning.

HAIL

Precipitation that originates in convective clouds, such as cumulonimbus, in the form of balls or irregular pieces of ice, which comes in different shapes and sizes. Hail is considered to have a diameter of 5 millimeter or more; smaller bits of ice are classified as ice pellets, snow pellets, or graupel. Individual lumps are called hailstones. It is reported as "GR" in an observation and on the METAR. Small hail and/or snow pellets is reported as "GS" in an observation and on the METAR.

FLOOD

High water flow or an overflow of rivers or streams from their natural or artificial banks, inundating adjacent low-lying areas.

FLASH FLOOD

A flood that rises and falls quite rapidly with little or no advance warning, usually as the result of intense rainfall over a relatively small area. Flash floods can be caused by situations such as a sudden excessive rainfall, the failure of a dam, or the thaw of an ice jam.

TORNADO WATCH

Atmospheric conditions are favorable for tornado development, tornados are possible. The watch is meant to give you time to prepare and to go over safety precautions.

TORNADO WARNING

A tornado has been detected by radar or has actually been sighted on the ground. Shelter should be obtained immediately.

FUNNEL CLOUD

A rotating, cone shaped column of air extending downward from the base of a thunderstorm, when it reaches the ground it is called a tornado.

TORNADO

Tornadoes are violently rotating columns of air that descend from thunderstorms, cumulonimbus cloud, to come in contact with the ground. Tornadoes develop from thunderstorms when the wind variation with height supports rotation of the thunderstorm updraft. In the state of Iowa tornadoes most often occur in the spring months of March, April and May. A secondary tornado season occurs in the Fall. Most tornadoes occur between the hours of 1200 to 1900 hrs.

FREEZING PRECIPITATION

Precipitation that is liquid, but freezes upon impact with a solid surface, such as the ground or other exposed surfaces. Related terms: freezing rain and freezing drizzle.

ICE STORM

A severe weather condition characterized by falling freezing precipitation. Such a storm forms a glaze on objects, creating hazardous travel conditions and utility problems.

SNOW ADVISORY

An advisory issued when snow is expected to create hazardous or restricted travel conditions, but not as severe as expected with a winter storm.

WINTER STORM

Any one of several storm systems that develop during the late fall to early spring and deposit wintry precipitation, such as snow, freezing rain, or ice.

BLIZZARD

A severe weather condition characterized by low temperatures, winds 35 mph or greater, and sufficient falling and/or blowing snow in the air to frequently reduce visibility to 1/4 mile or less for a duration of at least 3 hours. A severe blizzard is characterized by temperatures near or below 10°F, winds exceeding 45 mph, and visibility reduced by snow to near zero.

WIND CHILL FACTOR

The amount of cooling one "feels" due to the combination of wind and temperature.

WIND CHILL CHART

The wind chill index provided below shows the effective cooling on exposed skin. When the wind blows across the skin, it removes the insulating layer of warm air adjacent to the skin. When all factors are the same, the faster the wind blows, the greater the heat loss, which results in a colder feeling.

Wind Speed-mph						
Calm						
5	10	15	20	25	30	35

Temperature (Degrees F)	Wind Chill						
45	43	34	29	26	23	21	20
40	37	28	23	19	16	13	12
35	32	22	16	12	8	6	4
30	27	16	9	4	1	-2	-4
25	22	10	2	-3	-7	-10	-12
20	16	3	-5	-10	-15	-18	-20
15	11	-3	-11	-17	-22	-25	-27
10	6	-9	-18	-24	-29	-33	-35
5	0	-15	-25	-31	-36	-41	-43
0	-5	-22	-31	-39	-44	-49	-52
-5	-10	-27	-38	-46	-51	-59	-64
-10	-15	-34	-45	-51	-59	-64	-67
-15	-21	-40	-51	-60	-66	-71	-74
-20	-26	-46	-58	-67	-74	-79	-82
-25	-31	-52	-65	-74	-81	-86	-89

If you would like to calculate the wind chill index for combinations of temperature and wind other than those given in the table above, you can use the formula:

$$WC = 91.4 - (0.474677 - 0.020425 * V + 0.303107 * \text{SQRT}(V)) * (91.4 - T)$$

where:

WC = wind chill index

V = wind speed (mph)

T = temperature (° F)

FOG

A visible aggregate of minute water droplets suspended in the atmosphere at or near the surface of the earth, reducing horizontal visibility to less than 5/8 statute miles. It is created when the temperature and the dew point of the air have become the same, or nearly the same, and sufficient condensation nuclei are present. It is reported as "FG" in an observation and on the METAR. Related terms: advection fog, freezing fog, frontal fog, ice fog, radiation fog, sea fog.

HUMIDITY

The amount of water vapor in the air. It is often confused with relative humidity or dew point. Related terms: absolute humidity, relative humidity, and specific humidity.

HEAT INDEX CHART

The NWS has devised the "HEAT INDEX" (HI), sometimes called the "apparent temperature." The HI is the temperature the body feels when the heat and humidity are combined. The table below is the Heat Index Chart. (Note: This chart is based upon shady, light wind conditions. Exposure to full sunshine can increase HI values by up to 15° F.)

	Air Temperature (Degrees F)										
	70	75	80	85	90	95	100	105	110	115	120
Relative Humidity	Heat Index										
0%	64	69	73	78	83	87	91	95	99	103	107
10%	65	70	75	80	85	90	95	100	105	111	116
20%	66	72	77	82	87	93	99	105	112	120	130
30%	67	73	78	84	90	96	104	113	123	135	148
40%	68	74	79	86	93	101	110	123	137	151	
50%	69	75	81	88	96	107	120	135	150		
60%	70	76	82	90	100	114	132	149			
70%	70	77	85	93	106	124	144				
80%	71	78	86	97	113	136	157				
90%	71	79	88	102	122	150	170				
100%	72	80	91	108	133	166					

HEAT INDEX READINGS AND POTENTIAL HEAT RELATED DISORDERS

- 85 to 94 degrees F - Caution: physical activity may cause fatigue
- 95 to 105 degrees F - Extreme Caution: possible heat cramps and/or heat exhaustion with prolonged exposure
- Above 105 degrees F - Danger: possible heat stroke with prolonged exposure; heat exhaustion and heat cramps likely

HEAT EXHAUSTION

The effect of excessive heat, particularly when combined with high humidity, on a human being. Signs of heat exhaustion include a general weakness, heavy sweating and clammy skin, dizziness and/or fainting, and muscle cramps.

HEAT STROKE

Introduced to the body by overexposure to high temperatures, particularly when accompanied by high humidity. The signs of heat stroke include when an individual's body temperature is greater than 105°F, the skin is hot and dry, there is a rapid and irregular pulse, perspiration has stopped, and one has lost consciousness. Seek immediate medical aid. May be called sunstroke when caused by direct exposure to the sun.

INCLEMENT WEATHER PROTOCOL

At the onset of inclement weather you should listen to area radio stations KOEL AM950 or FM92.3 (Oelwein). KDEC AM1240 (Decorah), KQMG AM1220 or FM95.3 (Independence), WMT AM600 or FM96.5 (Cedar Rapids), or watch KWWL Channel 7 (Waterloo), KCRG Channel 9 or KGAN Channel 2 (Cedar Rapids) for information related to Fayette Campus cancellations or delayed starts, also for watches and warnings.

In addition to contacting the local media, a message will be placed on the University's voice mailbox (425-5200) informing callers of a cancellation or delay for that particular day.

We will attempt to make decisions regarding canceling or delaying the start of school by 0630 hrs. When an announcement is made indicating the University will be closed or delayed in opening, the announcement is directed to all members of the community students, faculty and staff.

In the event of a delayed start, the intention is that students and faculty would go to where they normally be at the announced start time. Assume that we normally begin our day at 0800 hrs so, for example, if a 2-hour delay is announced, the University is opening at 1000 hrs and students and faculty go to where they would normally be at 1000 hrs on that day, and continue their regular schedule for the remainder of the day.

In this example, classes that normally begin at 0925 hrs would meet at 1000 hrs for the remainder of the regularly scheduled class period, and the instructional day would continue as normal. Upper Iowa does not have a compressed schedule to follow when we abbreviate the instructional day, i.e., we do not try to have every class meet for a shorter length of time, as do some school districts.

DELAYED START, CLASS CANCELLATION, EARLY DISMISSAL

PROTOCOL FOR DECISION

The following protocol will be used to determine if weather or other emerging issues will affect Fayette Campus operations, i.e., cause early closures, delayed starts, or closing for an entire workday.

When there is inclement weather or other emerging issues that have the potential to significantly affect Fayette Campus operations, the following university officials (or their designees) will confer to determine whether the normal operating schedule of the residential university should be altered: president, senior vice president for the residential university, senior vice president for business services, executive director of operations, director of planned giving and alumni relations, athletics director, and associate vice president for marketing/communications.

If a decision is made to modify the normal workday schedule for the Fayette Campus, university personnel and students will be notified via a combination of email, voicemail, public media channels (radio, television), and/or notice posted on UIU's website.

PROCEDURE

Officials in the above-named positions (or their designees) can elect to participate in a phone conference between the senior vice president for the residential university and the executive director of operations. When inclement weather has the potential to cause an early closure, the phone conference parameters will be announced to the group via email along with an invitation to join the conversation.

When inclement weather has the potential for causing a late start or, indeed, not opening for normal operations, the above-named people (or their designees) will be prompted via an email and invited into the discussion, which will be held at 5:30 a.m. on the day in question (unless otherwise indicated).

In any case, when the participants arrive at consensus for recommending a modification to normal workday operations, the senior vice president for the residential university will contact the president directly and forward the recommendation on behalf of the group. Ultimately, the decision to modify the normal workday schedule will rest with the president. If the president cannot be reached for a decision, authority to modify the normal workday schedule will reside with the members of the above group who are participating in the conference call.

In cases where a decision for a late start or a cancellation of the typical workday is reached, every attempt will be made to notify university personnel and students via standard media outlets by 6 a.m. The assistant to the senior vice president for the residential university and executive director of operations will be responsible for notifying the media of a late start or cancellation.

When a decision to close early is made, university personnel and students will be notified of the decision via email, voicemail, or posting on the university's website. University officials with the appropriate authority respective to the communications venue will disseminate this information in the event of an early campus closure.

To avoid the potential of sending confusing or conflicting information, patrons of the university library and recreation center will be notified of the status of each facility's hours of operation during inclement weather via a means and method developed by the directors of the respective facilities, but not through the use of public media channels.

PHYSICAL PLANT/CAMPUS SECURITY INCLEMENT WEATHER POLICY

The services offered by the Physical Plant and Campus Security are distinctly different from those provided by the faculty and other administration and staff members. Physical Plant and Campus Security must continue to provide essential services to the students living on campus and maintain a safe, livable environment regardless of weather. Groundskeepers are responsible for snow removal; campus security personnel are responsible for the safety of all on campus; maintenance workers must ensure that boilers continue to run so heat is provided; and housekeepers must ensure safe snow- and ice-free entrances and livable spaces.

Every Physical Plant and Campus Security staff member is responsible for his/her personal safety and should never feel restricted from leaving in times of inclement weather. If a snow day occurs and the University closes, these two areas will remain open, but employees are free to leave after notifying their supervisor. Timesheets will reflect exactly those hours worked by staff. If employees choose to leave, they will be given the opportunity to make up the time in the same work week, use vacation time, use personal leave or take as unpaid. Sick leave may not be used.

INFRASTRUCTURE FAILURE

Food

Water

Lights

Heat

Elevators

Toilets

Generators

Concerns of candles

Safety issues of students becoming out of hand

Battery for emergency lighting

Housing

Lighting of stairways

INTERNATIONAL PROGRAM EMERGENCY

When an international student is involved in an emergency event such as a personal health crisis or the death of a family member who is in their country of origin, the following is to be done:

1. Obtain the student's name, country of origin, the nature of the emergency in detail.
2. Notify the Dean of Student Development and the International Student Advisor with the information obtained.

STAFF, FACULTY, STUDENT LOCKDOWN PROCEDURE

1. Call 911, if you discover the threat. Also call 9-911 from campus phones or 911 from cell phones when there is an imminent threat to life. Notify those around you and anyone you can that is outside. Use judgment about safety of doing so. Lock doors.
 - a. Lock or confirm that someone is locking entrance doors.
2. Move to a location within the building that has a lockable door and lock it, or:
 - a. Use a door wedge to secure door from inside
 - b. Stack furniture in front of the door
3. Hide. Get out of the line of sight and fire.
 - a. Get away from windows, doors, and outer walls, especially basement or first floor windows and doors.
 - b. Crouch down in areas that are out of sight from doors and windows, such as behind furniture or the wall nearest the view from outside the room.
 - c. Close, cover, turn off, or lock, if possible, windows, blinds, window in the door, lights, ventilation
4. Be Quiet. Do not draw attention to yourself.
 - a. Don't talk
 - b. Turn off audio equipment.
5. Turn off cell phones and radios or turn to vibrate.
6. Do not exit the building when a fire alarm sounds unless
 - a. you have reason to believe that there really is a fire in the building, or
 - b. you have been advised by a Campus Security or other recognized emergency responder to evacuate.
7. Be ready to move, if current position is judged to be too dangerous. Be aware of possible escape routes.
8. Campus Security, other recognized law enforcement or a UIU official will notify occupants when it is safe to resume normal activities. **ALL CLEAR.**

NUCLEAR, BIOLOGICAL, CHEMICAL ATTACK (NBC)

NUCLEAR (RADIOACTIVE MATERIAL)

The emphasis of Upper Iowa University in regards to a incident involving radioactive material will concentrate on possible terrorist activity. The closest nuclear power plant to Upper Iowa University is the Duane Arnold Energy Center in Palo Iowa, approximately 51 miles due south of Fayette, Iowa. Duane Arnold Energy Center has a emergency plan to evacuate within 10 miles of their location in case of an emergency. They have a secondary plan that is concerned with the contamination to crops and livestock that has a 50-mile radius, this provides Upper Iowa University with a buffer zone of 1 mile. Even though we would probably not be affected by any radioactive material we may have to contend with refugees from the Linn and Benton County area to include the city of Cedar Rapids, Iowa (see attached map). Some possible radiological indicators are unusual numbers of sick or dying people or animals, unusual metal debris such as unexplained bomb/munitions like material, radiation symbols on such items as containers or debris, material that seems to emit heat without any sign of a external heating source, glowing material/particles.

TYPES OF DELIVERY SYSTEMS

Radiological Dispersal Devices (Dirty Nuke, Dirty Bomb)

The Department of Defense (DOD) defines an RDD as, "any device, including any weapon or equipment, other than a nuclear explosive device, specifically designed to employ radioactive material by disseminating it to cause destruction, damage, or injury by means of the radiation produced by the decay of such material." Almost any radioactive material can be used to construct an RDD, including fission products, spent fuel from nuclear reactors, and relatively low-level materials, such as medical, industrial and research waste. Weapons grade materials (i.e., highly enriched uranium or plutonium) are not needed although they could be used.

An RDD is designed to scatter radioactive debris over a wide area, by conventional explosives or other dispersal methods, thereby contaminating it and possibly causing casualties through radiation sickness. According to a recent DOD report, the RDD threat is threefold: the blast and fragmentation effects from the conventional explosive, the radiation exposure from the radioactive material used, and the fear and panic that its use would spread among the target group or population. Depending on concentration, radiation damage might take weeks if not months or years to produce large numbers of fatalities. According to one estimate, the release of 4.4 pounds of plutonium oxide in powder form in a population center could produce a 100 per cent probability of bone and lung cancer for every person within a distance of 1,800 feet downwind of the release point and 1 per cent risk as far as 40 miles downwind. Amount and type of radioactive material used also determine damage and fatality. The effect appears to be mainly psychological, making it a potentially useful terrorist tool

Atomic Demolition Munitions (S/ADMs):

Atomic Demolition Munitions: suitcase-format, man-portable low-yield nuclear devices weighing less than 75 pounds.

Improvised Nuclear Device (IND):

Improvised Nuclear Device: Low-budget, low-tech 'home-made' fission explosives or radiological dispersal devices.

Actions During a Nuclear Attack

If Upper Iowa University faces a nuclear attack it will be either a Radiological Dispersal Device or a traditional nuclear attack, please keep in mind that if Waterloo, Cedar Rapids or Dubuque are attacked with a traditional nuclear device we may receive some of the damage.

If Upper Iowa University is the victim of a Radiological Dispersal Device we may not even be aware of it due to the fact that it would come in the form of an explosion. If an explosion does occur on campus either emergency personnel or the University itself needs to check for radiation.

A traditional nuclear explosion has several forms of energy that are released, these forms include visible light which at its peak may be four times as bright as the sun, thermal rays (heat), and ionizing radiation in the form of gamma rays, neutrons, alpha particles and beta particles. The explosion itself will consist of a super heated blast wave, fireball and a counter blast wave.

There are three immediate dangers that must be contended with during a nuclear explosion. The first is the nuclear flash; never look toward a nuclear flash. The intense light will burn into your retina causing permanent damage. Next is the pulse of radiation that follows the flash. Then the blast waves, which will be carrying debris and other forms of shrapnel.

Sheltering in Place

If evacuation is not necessary or advised, sheltering in place will occur:

1. Stay indoors until informed that it is safe.
2. Close all windows and doors, turn off fans, air conditioners, heat pumps and forced air heat.
3. Go to the lowest level of your building these are as follows:

Garbee Hall: For each of the resident hall floors go to the shower stalls in the bathrooms. If you can make it to the bottom level and go to the bathrooms, interior hallways away from windows, interior offices of Student Development.

Hofmaster Apartments: Lowest level away from glass.

Professional Building: The bottom level the female bathroom, hallway. Second level the male bathrooms, the storage area in the female bathroom, the third floor should evacuate to the 2nd level or the bottom level.

Edgar Fine Arts: Pool area the female and male bathrooms in the shower stalls. The bottom two classrooms inside of the dark room or the back room in the ceramics room. 2nd floor bathrooms and interior hallways. 3rd floor should evacuate.

Colgrove Walker: Basement area

Parker Fox: Basement area inside one of the side rooms

Alexander Dickman: Basement area

Henderson-Wilder Library: Bottom level, west hallway in the old section of the building

Baker Hebron: Bottom level bathrooms, computer rooms, astronomy room, conference room

Dorman Gym: Girls locker room, wrestling locker room, basketball locker room

Rec-Center: Ground level locker rooms

Lee Towers: Basement area

Physical Plant: Interior room, bathroom, closet

Alumni House: Basement area

Presidents House: Basement area

4. If you are unable to get to the lowest level move to the center of the building away from outside walls, the roof, or any opening to the outside, remember shielding is required. The heavier, thicker and denser the shielding material between you and the outside the better.
5. Use the “duck and cover” approach, this does provide extra protection.
6. Be alert to attempts of the University to get information to you.
7. Remain under cover for a minimum of 2 minutes after the flash that time will start again after each additional flash.

Placards Associated with Radiological Incidents



Radioactive Materials

BIOLOGICAL

Biological agents are live microorganisms or toxins that can incapacitate or kill humans. Biological warfare is the most economical and easily concealed of the weapons of mass destruction. One of the most insidious aspects of biological agents is their extraordinary potential for covert use. Biological agents are undetectable by the human senses and can be readily released from stand off distances. Clinical symptoms usually do not appear for days to a week or more after an attack. Since the biological agent attack may not be detected, initial cases of exposure may not be attributed to it. This would make it extremely difficult to adequately respond to exposure of a large number of people. Some possible indicators of a biological attack are a unusual number of sick or dying humans and both wild and domestic animals, unscheduled and unusual spraying of the area, abandoned spraying device.



TYPES OF AGENTS

Pathogens

Pathogens are living organisms that can cause diseases in humans. Pathogens include bacteria, viruses and fungi and vary considerably in their lethality and physiological effects. Toxins are also classified, as biological agents even though they are non-living substances.

Bacteria

Bacteria are single-cell organisms that can be grown and developed by terrorists. Examples include *Francisella Tularensis* and *Bacillus anthracis*, the cause of tularemia and anthrax.

Fungi

Fungi usually do not affect healthy individuals but they can pose a significant hazard to plants such as crops. Cereal rust is an example of a fungal agent.

Toxins

Toxins are metabolic by-products of living organisms, such as microbes, insects, snakes and plants. They can also be artificially produced. Ricin, for example, is a toxin extracted from castor beans.

TYPES OF BIOLOGICAL AGENTS

Anthrax

Biological agent name: *Bacillus anthracis*

Physiological effects: Mild fever and fatigue, worsening to severe respiratory disorders, high fever and excessively rapid pulse rate. Death can occur within 5 to 12 days of exposure if left untreated.

Pulmonary anthrax is fatal more than 90% of the time

Time to effect: 1 to 5 days

Botulinum Toxin

Biological agent name: *Clostridium botulinum*

Physiological effects: Initial symptoms include extreme weakness, nausea, headaches and intestinal pain leading to respiratory paralysis that may cause death

Time to effect: 2 to 36 hours

Plague

Biological agent name: *Yersinia pestis*

Physiological effects: Fever, headache and rapid heart rate, followed by pneumonia and hemorrhaging of the skin and mucous membranes. Untreated plague pneumonia fatalities approach 100%, but early treatment can reduce mortality to as low as 5%

Time to effect: 2 to 3 days

Ricin

Biological agent name: *Ricinus Communis* (castor bean plant)

Physiological effects: Initial symptoms include high fever, pain, cough and shortness of breath; after several days' severe dehydration and a decrease in urine/blood pressure. If death has not occurred in 3 to 5 days, the victim usually recovers.

Time to effect: Several hours

Smallpox

Biological agent name: *Variola major*

Physiological effects: Sudden onset of fever, malaise, headache, severe backache and prostration; after 2 to 4 days fever falls and rash appears; scabs form and fall off at the end of the fourth week

Time to effect: 10 to 14 days

Tularemia

Biological agent name: *Francisella tularensis*

Physiological effects: Symptoms include fever, chills, headache and muscular pain, 30 to 60% mortality rate if left untreated; treated, the mortality rate is reduced to 1%

Time to effect 3 to 5 days

Placards Associated with Biological Incidents



Infectious Substance

(Label Only)

CHEMICAL

Chemical agents are toxic substances that cause incapacitation or death upon exposure. There are four general types of traditional chemical agents these are choking, blood, blister and nerve agents. These agents can be delivered in 3 different states liquid, gas and solid, most are found in liquid state. They vary in their toxicity, mode of action and effect. Some indicators of a possible chemical attack are numerous dead animals both domestic and wild, a distinct lack of insect life, physical symptoms of human victims, mass casualties, a definite pattern of casualties, illness associated with confined geographic area, unusual liquid droplets, areas that look different in appearance, unexplained odors, low-lying clouds, unusual metal debris.

TYPES OF AGENTS

Choking agents

Choking agents are heavy gases and tend to stay close to the ground but tend to dissipate rapidly in a breeze. This agent has a corrosive effect on the respiratory system. Breathing these agents causes pulmonary edema where the lungs fill with fluid and choke the victim.

Blood Agents

Blood agents are fast acting, highly poisonous chemicals that inactivates the enzyme cytochrome oxidase which prevents the normal uptake of oxygen by the cells causing damage to body tissue. Blood agents are highly volatile and enter the body through the act of breathing.

Blister Agents

Blister agents cause painful debilitating blisters on exposed skin and can also affect unprotected eyes and lungs. Effects occur within a few minutes to hours of exposure. The blisters that are produced heal very slowly and are more susceptible to infection when compared to physical burn blisters. During exposure to a blister agent there will be burning, itching, or red skin, mucosal irritation prominent tearing, burring and redness of eyes, shortness of breath and nausea and vomiting.

Nerve Agents

Nerve agents are the most toxic chemical agents and can cause death within minutes of exposure. They can be inhaled or absorbed through the skin. When exposed to a nerve agent there is hyperactivity of the muscles and the bodies' organs. Moderate exposure will diffuse muscle there will be cramping, runny nose, difficulty breathing, eye pain, dimming of vision, sweating. During high exposure there will be all of the symptoms of moderate exposure, plus sudden loss of consciousness, flaccid paralysis, seizures.

TYPES OF CHEMICAL AGENTS

Chlorine

Agent type: Choking

Physical properties: Pungent odor, greenish-yellow in color, heavier than air gas.

Physiological effect: corrosive to eyes, skin and respiratory tract. Burning sensation followed by coughing, headache, labored breathing and nausea. Pulmonary edema.

Relative rate of action: Immediate irritation in high concentrations. Symptoms of lung edema may take several hours to appear.

Hydrogen Cyanide

Agent type: Blood

Physical properties: Almond odor, highly volatile gas

Physiological effects: If high concentration violent convulsions after 20 to 30 seconds, breathing stops in one minute; cardiac failure occurs within a few minutes.

Relative rate of action: Very rapid; incapacitation within minutes and death within 15 minutes.

Lewisite

Agent type: Blister

Physical Properties: Colorless, oily liquid with little odor in its pure state. Amber to geranium-like odor with amber to dark-brown color in less pure form

Physiological effects: stinging pain followed by blistering. It is also a systemic poison causing pulmonary edema, diarrhea, hypertension and restlessness.

Relative rate of action: initial pain in 10 to 20 seconds; blistering within 12 hours.

Mustard

Agent type: Blister

Physical properties: Possible garlic odor, medium volatility, oily liquid

Physiological effects: Blisters or irritation to skin, eyes and lungs.

Relative rate of action: Delayed onset 4 to 6 hours

Phosgene

Agent type: Choking

Physical properties: Fresh cut hay odor, heavy gas

Physiological effects: Coughing and choking followed by chest tightness, nausea, tearing, vomiting and headaches. Death due to fluid accumulation in the lungs.

Relative rate of action: Immediate irritation in high concentrations, and delayed reaction (several hours) in low concentrations.

Sarin

Agent type: Nerve

Physical properties: Colorless, odorless, volatile liquid

Physiological effect: Difficulty breathing, miosis, blurred vision, headache and nausea leading to respiratory distress, convulsions and eventually death.

Relative rate of action: Rapid, within minutes

Tabun

Agent type: Nerve

Physical properties: Clear, odorless, tasteless liquid with a slight fruity odor

Physiological effect: Difficulty breathing miosis, blurred vision, headache and nausea leading to respiratory distress, convulsions and eventually death.

Relative rate of action: Rapid, within minutes

VX

Agent type: Nerve

Physical properties: Colorless, odorless, low volatility, oily liquid

Physiological effects: Difficulty breathing, miosis, blurred vision, headache and nausea leading to respiratory distress, convulsions and eventually death.

Relative rate of action; relatively rapid, within 30 minutes

PLACARDS ASSOCIATED WITH CHEMICAL INCIDENTS



Gases-Toxic and/or Corrosive



Substances-Toxic (Non-Combustible)



Substances-Toxic (Combustible)

IDENTIFYING A POSSIBLE THREAT/ATTACK

How do you determine if a letter, package or other item that you come across is a possible nuclear, biological or chemical attack? The F.B.I. has provided criteria for assessment that criteria is as follows:

1. Was there a threat associated with the items? This may be in the form of a note, a phone call, an e-mail or any other form of communication.
2. Does the item appear to contain any unusual substances?
3. Does there appear to be any powder or granular material in or on the it?
4. Is it lumpy or uneven?
5. Are there stains, spots, discoloration or crystallization on it?
6. Is there a strange odor associated with the item?
7. Is there any leaking substance coming from it?
8. Does the return address or originating postmark present any unusual concern?

In addition to the F.B.I. criteria the United States Postal Service has posted the following indicators:

1. Excessive tape or string.
2. Rigid or bulky.
3. Misspelled words, addressed to title only, incorrect title, badly typed or written.
4. Excessive postage.
5. No return address.

Additional signs to look for are:

1. Restrictive marking such as confidential, personal, etc.
2. Excessive weight.
3. Protruding wires or tinfoil.
4. Visual distractions such as fragile, handle with care, rush to not delay.
5. Irregular shape or parcel may have soft spots or bulges.
6. Parcel bombs may make a buzzing or ticking noise or a sloshing sound.

Credible Threats

Credible threats are those incidents where there has been an exposure, unknown substances, physical reactions, and other increased risk factors associated with the item.

Non-Credible Threats

Non-credible threats are those incidents where the letter/package does not represent undue concern or suspicion; however the caller is concerned about the item and may want it removed from the location.

If the package does not meet any of the F.B.I. criteria than the letter, package, item may be treated as any other unsolicited mail.

If a letter, package, item does meet the F.B.I. criteria then the following steps need to take place:

1. Immediately set suspected package/container down, do not handle it more than necessary. Minimize number of handlers.
2. Secure the room or area. Avoid spreading possible contamination to other locations.
3. Move everyone in the immediate area of the suspect. Package/container/substance to nearest secure room.
4. Have individuals wash possible exposed area(s) with warm water and soap at nearest sink.
5. Have individuals with possible exposure remove clothing, place in clear plastic bag sealed and shower at nearest location.

6. Notify the communication center at 425-6067 or at 911 and advise them of the situation. Advise the dispatcher of the following information:
 - a. Where the item is at.
 - b. Has the item been opened or not?
 - c. What does the item like?
 - d. Has anyone handled the item if so who and how many?
 - e. Is there a threat message associated with the letter, parcel or item?
7. Obtain further direction from local law enforcement and other emergency service personal

Once emergency personal have been notified and have arrived on scene they will assume control of the scene.

If you do have to be in the area of contamination there are several actions that need to be taken:

If outside, approach or evacuate upwind of the suspected area.

If outside, put on available protective mask and clothing immediately. Cover all exposed skin surfaces and protect the respiratory system as much as possible. Overcoats, boots, gloves, hats will help provided protection

If inside and the incident is inside, evacuate while minimizing passage through the contaminated area, keep windows and doors not used closed.

If inside and the incident is outside, stay inside. Turn off air conditioning, seal windows and doors with tape

Decontamination Measures

Once clear of the suspected contaminated area, remove all external apparel, such as clothes, shoes, gloves, hats and leave them outside.

Proceed to a shower and thoroughly wash your body with soap and water. This needs to be accomplished within minutes. Simply flushing water over the body is not enough. You need to aggressively scrub your skin and irrigate your eyes with water. In the case of biologicals, this is often sufficient to avert contact infection. If available, for suspected biological and chemical contamination the contaminated areas should then be washed with a 0.5 percent sodium hypochlorite solution, allowing a contact time of 10 to 15 minutes. To make a 0.5 percent sodium hypochlorite solution, take one part household bleach such as Clorox and 10 parts water. Do not let this solution contact your eyes.

Quarantine

An individual who is exposed to a biological or chemical agent will have to be quarantined. The exposed individual and all individuals who have come in contact with that individual will be quarantined in the nearest available room, whether that be a dorm room, office, whatever is deemed necessary. The exposed individual(s) will remain there until the proper authorities are notified and give the all clear. While quarantined food, water, blankets, cots and other necessities will be provided.

EVACUATION

Assisting those with Disabilities, Evacuation Guidelines

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster apartments a "Buddy System" be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personal should be made aware of these arrangements. For all other buildings on campus a "Buddy System" can be implemented as well along with staff and faculty assistance.

Persons with Visual Impairments

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with them, where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

Persons with Hearing Impairments

1. Write a note telling the individual of the danger and the safest evacuation route
2. Tapping the person he shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

Persons using Crutches, Cane or Walkers

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman's carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

Non-Ambulatory Persons

Most of the time non-ambulatory individuals will be able to evacuate a building on their own. If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them from smoke or fumes immediately. Always consult the persons that are being evacuated to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he-she is removed from the chair.
5. Being carried forward or backward on a flight of stairs.
6. After-care, if removed from the wheelchair.

Triage

If there are casualties then the following area will be used as the triage area, providing that the building is still structurally sound and there are no other dangers getting in and out of the building the order of the area of usage is in this order

1. Rec-Center
2. Dorman Gym
3. Auditorium in Colgrove Walker
4. Tennis Courts

The designated landing zone for the life flight helicopter will be as follows:

Primary: Football practice fields on the East side of campus.

Hazard Note: On the West side of the fields is a power line.

Secondary: The oval area on the North side of campus.

Hazard Note: On the East side of the oval is a very tall flagpole.

First Aid Kits

First aid kits are located in the following areas:

Garbee Hall: Cabinet in the security office

Alexander Dickman: Registrar's office

Colgrove Walker: Roadrunners lounge

Library: Circulation desk

Baker Hebron: Chemistry lab

Dorman Gym: Training room

Parker Fox: Front desk

Professional Building: Lounge

Rec Center: Front desk and throughout the building attached to the wall

Edgar Fine Arts: Ceramics studio room 103

Andres Center: Housekeeping room 127

Physical Plant: Office & grounds

Displaced Students

Sodexo Campus Services will provide cold meal bag lunches; meals may also be prepared on university grills. Bottled water will be brought in for drinking. The university will provide a generator for Sodexo for refrigeration purposes. Porta Potties will be brought in for the waste matters. Student may be housed in Dorman Gym or the Recreation Center as needed.

24-hour hotline

The 1-800 phone number will be designated as the emergency 24-hour hotline number that parents may call.

Parental Notification

The Incident Management and Communications Team will notify parents of the situation and the status of their child

Counseling

There are several different options that are available to Upper Iowa University in regards to counseling. Upper Iowa University has on staff Laurie Kirkpatrick who is the Director of Counseling Services. Staff members of Student Development will also be available. The following local clergy are available as well: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551. Also available is the Northeast Iowa Mental Health Center and Alcohol Related Problem Center 1297 S. Frederick Avenue Oelwein, Iowa 50662 1-563-283-5774 or 1-800-372-6744

Media

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office phone number 425-5284. The alternate to him is Don Aungst, office phone number 425-5286.

PANDEMIC RESPONSE PLAN

Upper Iowa University

Levels of Response

- Level P. Confirmed cases of human-to-human transmission of contagious disease or virus
 Level 1. Suspected case(s) on Campus or suspected/confirmed cases in Fayette County geographic area
 Level 2. Confirmed case(s) on Campus (Only essential personnel required to report to campus conducting classes.)
 Level 3. Confirmed case(s) on Campus (No classes; offices open with essential personnel.)

	Preliminary	Level 1	Level 2 (In addition to Level 1 actions)	Level 3 (In addition to Level 2 actions)
1. Assessment Team (Dean of Student Development, Wellness, Campus Security, International Programs, Academic Extension)	<ol style="list-style-type: none"> 1. Identify local and regional health department contacts 2. Responsible for monitoring who, CDC, state and local public health departments 3. Procedures developed for outbreak verification and alert 	<ol style="list-style-type: none"> 1. Bring in Incident Commander 2. Monitor Situation 3. Contact Public Relations 4. Bring in Residence Life for quarantine planning (RU). 5. Essential personnel receive fit test and training on respirator protection from 3M Company. 	Essential personnel receive N95 respirators from Incident Commander or Facilities Management & Services.	Maintain contact amongst Assessment team.
2. UIU Incident Commander Executive Director for Student Leadership & Adventure (RU), International Programs (center director at location of outbreak), Academic Extension (Center Directors)	<ol style="list-style-type: none"> 1. Create program for Contagious disease or virus to use for training of all University personnel to include information on routes of transmission; how to prevent spread of the disease, including general hygiene measures such as cough etiquette and hand washing; medical follow-up to symptoms; isolation (prophylactic); treatment with antiviral drugs, etc. 2. Develops procedures to detect unusual and unexplained events of acute respiratory illness on campus. 3. Develop plan to create infirmary on campus. 	<ol style="list-style-type: none"> 1. Communication with local health department regarding planning and surveillance. 2. Communicate and benchmark other college Health Services. 3. Alert UIU Emergency Management Committee (EMC). 4. Establish communication with academic affairs regarding status of preparedness. 5. Update emergency action plan with Assessment Team & UIU EMC as situation evolves. 6. In conjunction with the UIU EMC, issue communication(s) to campus community regarding status of disease spread, self protection and university response. (email, website, town meeting) 	<ol style="list-style-type: none"> 1. Notify local health department. 2. Communicate with parents of suspected cases and explain procedure. 3. Initiate poster, e-mail campaign on self-protection. 4. Notify Counseling 5. Notify Residence Life and Food Service on number of potential contacts that may require isolation. 6. Compose communications with Public Relations and UIU Emergency Management Committee. 7. Essential personnel receive N95 respirators from Facilities Management & Services or Incident Commander. 	<ol style="list-style-type: none"> 1. Advise UIU Emergency Management Committee to activate Command Center. 2. Recommend temporary closure of building(s) and suspension of student and academic activities to UIU Emergency Management Committee. 3. Implement emergency action with Assessment Team and UIU Emergency Management Committee 4. Arrange for Counseling Services. 5. Work with local health department on screening of individuals who had contact with flu.

3. Campus Security		<ol style="list-style-type: none"> 1. Incident Commander trains security on contagious disease or virus. 2. Alert Incident Commander if encountering individual(s) with flu-like symptoms. 3. Essential personnel receive fit test and training on respiratory protection from Facilities Management & Services or Incident Commander. 	<ol style="list-style-type: none"> 1. Implement policy on transporting individuals to hospitals. 2. Essential personnel receive N95 respirators from Facilities Management & Services or Incident Commander. 	<ol style="list-style-type: none"> 1. Secure buildings & post signage 2. Clear parking lots for Medical Staging area
4. Facilities Management & Services	<ol style="list-style-type: none"> 1. Identify and stockpile personal protective equipment 2. Procedure developed to remove outdated material or goods 	<ol style="list-style-type: none"> 1. Identify building ventilation systems. 2. Essential personnel receive fit test and training on respiratory protection from Facilities Management & Services or Incident Commander. 3. Assess respiratory protection plan and resources. 4. Contract with hazardous material company for professional cleanup. 5. Train and fit essential personnel for respirators. 	<ol style="list-style-type: none"> 1. Essential personnel (RU & EU) receive N95 respirators from Facilities Management & Services or Incident Commander. 2. Arrange for additional medical waste pickups. 	<ol style="list-style-type: none"> 1. Stand by to shut off utilities as directed by UIU Incident Commander, if necessary 2. Assist with notification of Emergency Coordinators 3. Arrange for emergency telephone lines to be established at quarantine areas.
5. President's Office		<ol style="list-style-type: none"> 1. Receive information from UIU Incident Commander 2. Review content of internal and external public information bulletins and announcement. Work with Public Relations to select appropriate spokesperson(s) for media reporting. 3. Essential personnel receive fit test and training on respiratory protection from Facilities Management or Incident Commander. 4. Consider restricting movement on and off campus for activities/athletic events. 5. Based on U.S. State Department recommendations, University recommends campus community not to travel to affected countries. 	<ol style="list-style-type: none"> 1. Advise Board of Trustees and Senior Vice President's on response options. 2. Activate UIU Emergency Management Committee 3. Receive N95 respirators from Facilities Management & Services or Incident Commander. 4. Evaluate information on institutional effects of the incident and set response priorities as appropriate. 	<ol style="list-style-type: none"> 1. Provide oversight for student, staff & faculty family notifications if appropriate 2. Authorize temporary suspension of classes or closure. 3. Ensure that each University Department function is covered

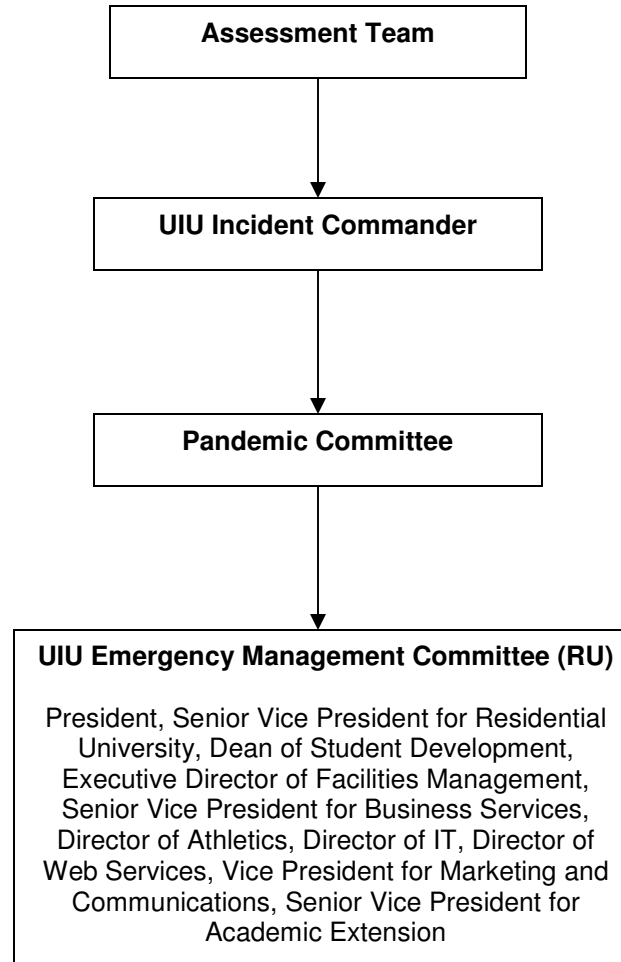
6. Public Relations		<ol style="list-style-type: none"> 1. Draft internal and external bulletins and announcements, with UIU Emergency Management Committee. 	<ol style="list-style-type: none"> 1. Interface with the UIU Incident Management Committee 2. Write scripts for phone tree with approval from UIU Emergency Management Committee. 3. Write and record bulletins and updates on the University's Emergency Information Hotlines 4. Request to campus that faculty and staff and their families to report all flu cases to UIU Incident Commander. 	<p>Organize phone banks, if necessary (phone banks can refer callers to emergency services, take messages, support rumor control).</p> <ol style="list-style-type: none"> 1. Establish a Public Relations Center: coordinate press releases, and manage news teams and interviews, etc.
7. Student Government and Resident Assistants		<ol style="list-style-type: none"> 1. Incident Commander trains students on contagious disease or virus. 2. Notify Incident Commander if suspected cases are encountered. 3. Essential personnel receive fit test and training on respiratory protection from Facilities Management & Services or Incident Commander 4. Create list of student volunteers to help with phone banks 	<p>Public Relations trains students on how to man phone banks</p> <ol style="list-style-type: none"> 1. Develop tentative schedule for manning the phones 	<ol style="list-style-type: none"> 1. Participate in manning the phones
8. Residence Life and Food Service		<p>Enact planning of quarantine of students:</p> <ol style="list-style-type: none"> 1. Incident Commander trains essential personnel on risks and response. 2. Identify potential rooms and /or buildings to be used for quarantined students. Update by semester based on current occupancy. 3. Notify current occupants in spaces that will be needed of the potential or need for them to move. 4. Ensure emergency response menu is planned for various degrees of need. 5. Stockpile additional food stuffs and water. 6. Ensure food delivery process is planned and delivery supplies are on hand. 7. Essential personnel receive fit test and training on respiratory protection from Facilities Mgmt & Services or Incident Commander 	<p>Enact plan for quarantine of students:</p> <ol style="list-style-type: none"> 1. Enact emergency phone contact tree. 2. Identify meal delivery need and method for quarantined students. 3. Communicate situation and needs to owners and landlords of rented properties by commuters 4. Identify roles of essential staff: leadership, communications, food production, food delivery, maintenance and housekeeping. 5. Essential personnel receive N95 masks from Facilities Management & Services or Incident Commander. 	<p>Activate plan from level 2 to quarantine student in conjunction with the guidance of the local health department.</p>

9. Risk Management (Executive Director of Plant Operations)			Document damage and initiate insurance claims	Same as Level 2
10. Student Development	1. Develop protocols for communicating with parents.	<ol style="list-style-type: none"> 1. Wellness trains: Resident Assistants, all staff in the Departments of Student Development on the contagious disease or virus. 2. International Student Advisor monitors student travelers entering from effected regions and assists with communication to international students and their families. 3. International Student Advisor formulates and rehearses plan to address needs/support for commuter students. 4. Identify division personnel available for telephone support work. 5. Receive fit test and training on respiratory protection from Facilities Management & Services or Incident Commander. 	<ol style="list-style-type: none"> 1. Arrange for monitoring/delivery of medications, other goods and services to isolated cases. 2. Assist with relocation of students for quarantine 3. Assist with telephone consultation and support. 4. Essential personnel receive respirators from Facilities Management & Services or Incident Commander. 	<ol style="list-style-type: none"> 1. Identify student events where confirmed patients have attended. 2. Residential staff assists Wellness Director.
11. Human Resources	<ol style="list-style-type: none"> 1. A work-at-home policy has been developed for non-essential personnel. 2. IT resources are available for work-at-home students, faculty, and staff. 3. There is a system in place to train temporary workers. 4. There is a policy requiring cross-training of essential personnel. 5. There is a means to provide support and benefit information to employees' families other than face-to-face. 	<ol style="list-style-type: none"> 1. Identify essential personnel 2. Monitor faculty & staff travelers entering from effected regions. 3. Identify personnel available for telephone support work. 4. Emergency contact information has been updated for students, faculty, and staff. 	Same Level 1	Activate work-at-home policy
12. Pandemic Committee	1. Personnel have been identified who will need special in-depth training because of the likelihood of exposure and infection; for example health care workers, security services personnel, emergency responders, housekeeping, and food services personnel; and anyone who may be working outside their area of competence and training.			

	2. Persons who will be affected by public health measures have been informed about the expected effects and limitations.			
--	--	--	--	--

APPENDIX A

Communications Flow



APPENDIX B

International Travel Plan

POWER FAILURE

DEFINITION

Having no electrical, gas, water, and/or sewer capability for a building.

RESPONSE

1. Relocate all persons within proximity of building to an alternate location.
2. Notify campus safety or physical plant regarding the specific problems.
3. Make appropriate arrangements to accommodate the duration of interruption.
4. Housing – use Recreation Center – take beds from Garbee to the Rec Center.
5. Food – Provide transportation to and from the elementary school for student meals.
6. Utilities – Physical plant will contact appropriate utility company to work on restoring capability as soon as possible.

EVACUATION

As you exit a damaged building be aware of the structural damage, exit a building only if it is safe to do so. If not then remain where you are at and call out for help. Again do not move injured individuals unless there is a life-threatening situation.

ASSISTING THOSE WITH DISABILITIES, EVACUATION GUIDELINES

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster apartments a “Buddy System” be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personnel should be made aware of these arrangements. For all other buildings on campus a “Buddy System” can be implemented as well along with staff and faculty assistance.

PERSONS WITH VISUAL IMPAIRMENTS

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

PERSONS WITH HEARING IMPAIRMENTS

Writing a note telling the individual of the danger and the safest evacuation route
Tapping the person on the shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do. A visual alarm will be installed in the dorm room of a hearing impaired student as well.

PERSONS USING CRUTCHES, CANE OR WALKERS

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman’s carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

NON-AMBULATORY PERSONS

If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them from smoke or fumes immediately. Always consult with the person that is being evacuated so to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he/she is removed from the chair.
5. Being carried forward or backward on a flight of stairs.
6. After-care, if removed from the wheelchair.

Once outside you are not to re-enter the structure for any reason.

Once the emergency personnel are on the scene they will be in charge of the scene. The emergency personnel will determine when or if it is safe to return to a building. The emergency personnel will also be the one to turn the scene back over to the university.

TRIAGE

If there are casualties then the following area will be used as the triage area, providing that the building is still structurally sound and there are no other dangers getting in and out of the building the order of the area of usage is in this order:

1. Recreation Center
2. Dorman Gym
3. Auditorium in Colgrove Walker
4. Tennis Courts

The designated landing zone for the life flight helicopter will be as follows:

Primary: Football practice fields on the East side of campus.
Hazard Note: On the West side of the fields is a power line

Secondary: The oval area on the North side of campus.
Hazard Note: On the East side of the oval is a very tall flagpole

FIRST AID KIDS

First aid kits are located in the following areas:

Garbee Hall: Cabinet in the security office

HOFMASTER/LEE ???

Andres Building:

Alexander Dickman: Registrar's office

Colgrove Walker: Roadrunners lounge

Library: Circulation desk

Baker Hebron: Chemistry lab

Dorman Gym: Training room

Parker Fox: Front desk

Professional Building: Lounge

Rec Center: Front desk and through out the building attached to the wall

Edgar Fine Arts: Ceramics studio room 103

Andres Center: Housekeeping room 127

Physical Plant: Office & grounds

DISPLACED STUDENTS

Sodexo Campus Services will provide cold meal bag lunches; meals may also be prepared on university grills. Bottled water will be brought in for drinking. The University will provide a generator for Sodexo for refrigeration purposes. Porta Potties will be brought in for the waste matters. Students may be housed in Dorman Gym or the Recreation Center as needed.

24-HOUR HOTLINE

The 1-800 phone number will be designated as the emergency 24-hour hotline number that parents may call.

PARENTAL NOTIFICATION

The Incident Management and Communications Team will notify parents of the situation and the status of their child.

COUNSELING

There are several different options that are available to Upper Iowa University in regards to counseling. Upper Iowa University has on staff Laurie Kirkpatrick who is the Director of Counseling Services. Staff members of Student Development will also be available. The following local clergy are available as well: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551. Also available is the North East Iowa Mental Health Center and Alcohol Related Problem Center 1297 S. Frederick Avenue Oelwein, Iowa 50662 1-563-283-5774 or 1-800-372-6744

MEDIA

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office number 425-5284. The alternate to him is Don Aungst, office phone number 425-5286.

Assisting Those with Disabilities

Sexual Assault Protocol Checklist For Sexual Assault Response Coordinator

Name of Victim		Current Date	
Staff Member		Date of Incident	

Instructions: The Sexual Assault Response Coordinator (SARC) will initial each item completed. Please refer to full protocol for more information about each step. Upon completion, open a file on this incident and include this checklist.

_____ **The SARC will assure the immediate physical safety of the alleged victim**

- ✓ If victim has sustained minor injuries, offer immediate medical attention at the Fayette Clinic (Gundersen-Lutheran, Inc., 425-3381), West Union Clinic (Gundersen-Lutheran, Inc., 1-800-822-1141), or West Union Hospital (Palmer Lutheran Health Center, Inc., 800-541-4692). Fayette Clinic hours are 8 a.m. to 5 p.m. Monday through Friday (no weekend or evening hours). West Union Clinic hours are 8 a.m. to 5 p.m. Monday, Wednesday and Friday; and 8 a.m. to 8 p.m. Tuesday and Thursday (no weekend hours). Urgent Care Clinic hours at the West Union Hospital are 5 to 9 p.m. Friday, 9 a.m. to 5 p.m. Saturday and Sunday. After hour needs should be directed to the Emergency Room at the West Union Hospital.
- ✓ If victim’s injuries are serious, seek immediate medical attention at the Palmer Lutheran Health Center in West Union.
- ✓ If victim’s physical safety is in jeopardy, find safe haven immediately. The Domestic & Sexual Abuse Resource Center have safe homes and can be contacted through their Crisis Line: 563-382-2989 or 877-796-8226 or 800-383-2998.

Reporting party initial here _____

Advising staff initial here _____

_____ **The SARC will determine when the incident took place, and will offer medical options accordingly:**

- ✓ If appropriate, explain that testing for the presence of “date rape” drugs can be done 24-48 hours after the ingestion of most of these types of sedative or hallucinogenic drugs.

If questioned on this option, refer to the following:

Q: What are “date rape” drugs?

A: So-called date-rape drugs are usually powerful sedatives or hallucinogenic drugs, such as Rohypnol (aka: rope, roaches, R2, Roofies), GHB, Burundanga, Ketomine, Scopolamine, etc. Rohypnol is a prescription sedative sold in Europe and South America, but illegal in the United States. GHB is a chemical compound often mixed by people who look up the recipe on the Internet, and buy the ingredients from supermarkets and hardware stores. Other date rape drugs are of varying types, but all produce similar results: blackout or incoherence for 2-8 hours.

Q: How do I know if I have been drugged?

A: If you are drinking, and you experience a “high” far beyond what would be normal for the amount of alcohol you have had, suspect that you may have been drugged. Similarly, if all of a sudden you begin to get extremely dizzy, incoherent, or lose balance, equilibrium, sense of time, or place, you may have been drugged. The only way to know for sure is to have someone take you to the hospital the minute you begin to experience these symptoms. It is hard to know if you have been drugged because these drugs can be easily slipped into any drink, alcoholic or not. These drugs are mostly tasteless, odorless, and colorless, and will dissolve instantly. They take hold in about 15-25 minutes, and complete unconsciousness can result shortly thereafter. If your drink tastes slightly salty or metallic, this could be an indication of the presence of GHB. If your drink suddenly turns blue, this is a sure sign of Rohypnol, the latest version of which now is manufactured to change the color of the liquid it is dissolved in.

Q: How do they test for the presence of these drugs?

A: Blood and urine tests are the usual means.

- ✓ If more than 72+ hours have passed, explain that the alleged victim can seek medical testing for HIV/STD/Pregnancy.

If questioned on this option, refer to the following:

Q: Can I get a rape kit?

A: The rape kit (PERK) can only be done +/- 72 hours after an incident.

Q: Why would I need medical testing?

A: If the assault involved sexual contact/intercourse, HIV, STD's and pregnancy may be possible.

Q: Do my parents need to know if I get a PERK done?

A: No. Procedures are done confidentially and free of charge. The doctor will supply you with some information to complete and return so that the test is free. Neither your or your parents' insurance will be billed, thus keeping the procedure quiet so parents aren't informed.

- ✓ If less than 72 hours have passed, explain to the victim that physical evidence should be collected ASAP at the hospital with a PERK.

If questioned on this option, refer to the following:

- Q: What is a PERK and who does it?**
A: PERK is an evidence collection procedure (Physical Evidence Recovery Kit) – hair, fluid, and tissue samples are taken. Gynecological exam. Female nurses available. Also will treat for injuries, test for HIV/STD/Pregnancy/Date rape drugs. Pregnancy options will be discussed.
- Q: Do I have to go to the hospital?**
A: The victim is not required to seek medical attention. However, even if the victim does not want to prosecute now, collecting the evidence is important in case he or she changes his/her mind later. Without a PERK, it is very hard to prosecute successfully.
- Q: What do I do if it has been 74 hours since the incident?**
A: After 72+ hours, it will be too late to collect bodily fluids. Collect as soon as possible. Victim still may be able to have PERK after 72 hours, if not long past.
- Q: Can I shower before going to the hospital?**
A: Victim should not shower, bathe, douche, urinate, defecate, or brush teeth. If victim does, still can get PERK. If victim insists on cleaning up, should take bath and keep bathwater for evidence collection.
- Q: Where is the rape kit (PERK) done?**
A: PERK performed at Palmer Lutheran Health Center in West Union. Please call ahead (563-422-3811, Ext. 276) to make an appointment so that nurses and social workers are present.
- Q: How do I get to the hospital?**
A: Upper Iowa University does have an unmarked vehicle that may be used to transport the victim to the hospital. Please note that there will be two University staff personnel assisting with the transport. The victim may also have a friend or relative drive them to the hospital or he/she may drive his/herself.
- Q: Do I have to go alone?**
A: Victim can take a same sex friend/advocate who can stay through the exam. Members of the opposite sex may accompany victim to the hospital, but usually cannot stay through exam unless a relative. Domestic & Sexual Abuse Resource Center have a staff or trained advocates that can accompany victims to appointments with doctors, attorneys, law enforcement, and other professionals. They can be contacted at the Crisis Line: 800-383-2988.
- Q: How much does it cost?**
A: Once a victim is seen at the emergency room, the victim is provided with some information to be completed and returned, so that the cost of the services are absorbed. Services will not be billed to an insurance company nor parents notified. The Domestic & Sexual Abuse Resource Center will assist victims in a number of ways, one of which is to help victims complete and return these forms. The resource center number is 800-383-2988 or 563-382-2989.
- Q: How long will it take?**
A: Procedure may take three hours or more.

Q: If I am still wearing the clothes I was assaulted in, what should I do?

A: Victim needs to take a change of clothes unless already changed. If victim already changed, secure physical evidence. Place all clothing, towels used to clean up, etc. into clean paper bags or dedicated physical evidence container. Separate bags for each item – never PLASTIC bags!! Collect evidence over clean white sheet, and take all to hospital for testing. If victim has not changed/cleaned-up, encourage victim to avoid touching or brushing anything that might disturb the evidence.

Q: Is the medical exam confidential?

A: Local rules here, such as: Local police will be notified by the hospital. They may or may not come to the hospital. Victim does not have to talk to them. Victim's name is not released by the hospital without consent. The University will not be notified.

Q: Will I be offered the abortion drug?

A: Yes. You will be offered this drug and it will be the victim's decision as to whether to take the drug.

Reporting party initial here _____

Advising staff initial here _____

_____ **The SARC will fully explain reporting options, including:**

_____ Campus Judicial Charges/Restraining Order

✓ Filing campus judicial charges

If questioned on this option, refer to the following:

Q: What are campus judicial charges?

A: The University prohibits sexual misconduct in its code of community standards. The sexual abuse policy is explained on pages 56 through 61 of the Student Handbook. A student can bring charges in internal hearings where students found to be in violation can be punished by the University with a variety of sanctions. Charges may also be made against violating members of the faculty, employees, staff, or administrators. See pages 18 through 28 of the Student Handbook for more explanation.

Q: How do I initiate campus judicial charges?

A: Charges can be initiated by reports to the Campus Security, Residence Life, Academic Support, Recreation/Wellness Educators, Counseling Center, Campus Ministry, Resident Assistants, faculty and coaches, who can make referrals of cases to the Dean of Student Development (reports are passed along to the Dean unless the victim waives their right, in writing, to have the college help them resolve the incident judicially).

Q: What do I do if I have immediate physical safety concerns?

A: Any of these contacts above can help a victim to find a safe haven. Also refer to the section immediately below on campus restraining orders.

Q: Who can campus charges be filed by, and against whom?

A: Campus charges can be filed against a student by another student, or by a non-student against a student, arising out of sexual misconduct that occurs on or off-campus, during and between semesters, including Summer breaks, as long as the student being accused is presently enrolled. Charges may be filed by graduated students against current students.

Q: Is the campus judicial process confidential?

A: If campus charges are filed, complete confidentiality cannot be maintained. Campus Security will usually be asked to investigate, including contacting and interviewing potential witnesses. Most senior student affairs administrators and judicial board students will know, as will any administrators who hear the charges, and to whom your charges may be appealed. All of these people will keep confidentiality to the best of their ability and duties. Non-personally identifying information is disclosed by all employees to meet annual federal campus crime statistic reporting requirements. Within two days of a report, basic details of an incident are available to the public in the campus policy log. No names are given, and facts that could lead to the identity of the victim are not disclosed. Campus judicial hearings are not open to the public.

Q: What will happen if I pursue campus charges?

A: Campus cases are heard and resolved much more quickly than criminal charges, often going from the filing of charges to resolution in two weeks or less. Temporary suspensions of accused students to protect the alleged victim and other students are possible in the interim. Campus sanctions for sexual misconduct range from warnings to expulsion.

Q: Is this like filing criminal charges?

A: Campus cases are easier to prove than criminal charges, because the standard of proof (the amount of evidence required to convince judicial officers) is lower. Filing campus charges does not preclude the filing of criminal charges and/or civil suits. Campus charges cannot result in imprisonment. Witnesses may be called at the campus hearing, both for the victim and the accused. Usually, the victim controls the campus judicial process, and can withdraw the complaint at any time. The victim can also refuse to be a witness. In certain cases, the University may pursue charges without the assistance or cooperation of the victim, when it is necessary to resolve a case in order to protect the community from a student who poses a threat to others.

✓ Campus Restraining Orders (CRO)

If questioned on this option, refer to the following:

Q: What is a campus restraining order?

A: A campus restraining order is a warning to a student to keep a certain distance from, or a prohibition from contact with, another student. CRO's are available to students when necessary to protect them.

Q: How do I get a CRO?

A: Campus-based restraining orders can be issued by Student Development when needed.

Q: What happens if a student violates a CRO?

A: The University would initiate judicial charges against the student for the violation, with appropriate punishment resulting if a violation is found.

Criminal Prosecution

If questioned on this option, refer to the following:

Q: How do I initiate criminal charges?

A: The victim must choose to pursue a full investigation. Once evidence has been collected, supporting the allegation that a crime has been committed, the victim will have the option of filing criminal charges with the district attorney's office. If the student decides to file criminal charges, the results of the investigation will be released to the district attorney. If the incident occurred locally, off-campus, the local Police would conduct the investigation. If the incident did not occur locally, the victim should contact the police in the jurisdiction where the incident occurred. If the incident occurred on-campus, victim can contact Campus Security to report and investigate. If the incident occurred locally, on or off-campus, victims may also contact the local District Attorney to initiate charges. You can have an advocate with you.

Q: Can criminal charges be filed even if I don't want them to be?

A: Yes, in certain infrequent circumstances, a district attorney could prosecute a case that a victim does not want to be prosecuted. Victims are not parties to the prosecution. A sex crime is a crime against the state, and prosecution is done in the name of the state, not the victim.

Q: Does it matter when I file criminal charges?

A: Prosecutions are most successful in cases where the victim reports the assault to authorities as quickly as possible. Iowa has a 10-year statute of limitations on reporting and prosecuting rape. Criminal charges cannot be filed more than 10 years after the incident occurred.

Q: If I prosecute, how long will it take?

A: Investigations can sometimes take weeks or months to complete. Criminal prosecutions can take years to get from the filing of charges to the end of the final appeal. This is not meant to discourage, but to give a realistic perspective on the criminal justice system.

Q: Are prosecutions confidential?

A: Sexual assault cases in the State of Iowa are confidential until they become public record. This occurs essentially upon the filing of criminal charges and paperwork being filed with the County Attorney and the Clerk of Courts. People involved in the prosecution would know about it, as would witnesses.

Q: If the prosecution is successful, what will happen?

A: Nationally, sentences for rape average 12 years, with 7-8 served, though sexual assault convictions result in shorter sentences. Criminal convictions for sexual assault can result in fines, jail time, community service, probation and other punishments.

Q: How hard is it to win the case?

A: Criminal rape convictions must be proved beyond a reasonable doubt, a very high standard. Most rape charges do not end in conviction. Criminal trials are decided by juries, so every one is different and the outcome is hard to predict.

Q: How much does it cost to prosecute?

A: Prosecuting is free if the DA decides to take a victim's case.

Q: If I prosecute, do I have to be there?

A: Normally, victim's provide testimony as witnesses and provide the main evidence against the defendant. However, victims need not always participate in the trial to get a conviction.

Q: Will the prosecution put me on trial?

A: The defendant's attorney may try to make it look like it was your fault, and may try to call your character into question. However, irrelevant evidence of a victim's past sexual history is inadmissible in court.

Q: If the incident happened on campus, can I still prosecute?

A: Yes, local courts have jurisdiction over cases that occur on campus.

Q: If I prosecute, do I still have other options?

A: Filing criminal charges does not preclude filing campus charges and civil suits.

Civil Suits/Civil Protection Order

✓ Civil Suit

If questioned on this option, refer to the following:

Q: How is this different than a prosecution?

A: Initiate a civil suit against a perpetrator to seek money damages and other civil remedies (not imprisonment).

Q: Is this option exclusive of other options?

A: No, filing a civil suit does not preclude the filing of campus charges an/or criminal charges.

Q: How do I exercise this option?

A: Initiate a civil suit by contacting an attorney. Attorneys can be found in a telephone book.

Q: How much does a civil suit cost?

A: Filing a civil suit is usually free. The attorney only gets paid if he or she wins, though you may have to pay for some expenses if you lose.

Q: How long do I have to exercise this option?

A: In the State of Iowa, you generally have up to 2 years after the date of the incident to file a civil suit. In special cases, there extensions may be granted. If you are under 18 years of age, you have up to two years after you turn 18 to file a civil suit.

Q: Is there an advantage to this option?

A: Winning a civil suit is often easier than winning a criminal trial.

Q: How long will a civil suit take?

A: Resolving a civil suit can take several years.

Q: Will a civil suit be confidential?

A: No, civil suits are not confidential and may be open to the public.

✓ Civil Restraining Order/Protective Orders

If questioned on this option, refer to the following:

Q: What is this option?

A: A restraining/protective order is a legal order issued by a magistrate or judge, ordering someone to physically stay away from you and/or avoid all contact with you. Restraining orders do not physically prevent anything, just give police power to enforce and arrest when an order is violated. Often have time expirations. Restraining orders can be no-contact orders or can be distance-based (has to stay 100 yards away at all times). Please note that obtaining a restraining/protective order from the courts or County Attorney may be very difficult unless criminal charges are pressed against the attacker.

Q: Where do I get one?

A: Obtain from civil magistrate or judge?

Q: How do I get one?

A: The judge will hold a hearing, and you will give testimony to show cause for the need for protection. You can seek assistance from police or Victim Witness Coordinator to help you get one.

Reporting party initial here _____

Advising staff initial here _____

_____ **The SARC will file an anonymous sexual assault incident report as soon as possible.**

_____ **The SARC will explain counseling options and offer to transport and/or accompany the student to an appointment.**

If questioned on this option, refer to the following:

Q: What are my on-campus options?

A: There is a Counseling Center on campus – lower level of Garbee Hall, Ext. 5229 or 5208. Meetings are confidential, free of charge and a counselor is available on a 24-hour emergency basis. There are also clergy who work with the University available: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551.

Q: What are my off-campus options?

A: Off-campus options include contacting the Domestic & Sexual Abuse Resource Center at 1-800-383-2988 or 563-382-2989. You may also contact the 24-hour, nationwide RAINN Hotline 1-800-656-HOPE (4673), clergy, private therapists, (counselors, psychologists, psychiatrists, social workers, etc.), family and friends, and Internet resources such as on-line support groups. The following web sites are examples of internet resources:

www.rainn.org

<http://members.tripod.com/lmsurratt>

www.co.pinellas.fl.us/bcc/juscoord/esexassault.htm

Reporting party initial here _____

Advising staff initial here _____

_____ **The SARC will explain the bounds of confidentiality of reports.**

The University Policy: Victims should be aware that reports made to the Dean may not be able to be kept confidential, depending on the situation. The Dean will fulfill federal statistical reporting and timely warning requirements, while making every effort to maintain a victim's confidentiality. Police will note incidents in a police log that is made public within two business days of the report of the incident. No names or other information that could reveal the identity of the victim will be made public.

_____ **The SARC will explain and share and discuss with the alleged victim a list of the campus victim's rights:**

- It is the goal of the University to ensure that students alleging sexual misconduct have access to needed resources services and information including:
- Victims have the right to be treated with respect by University officials;
- The right of both accuser and accused to have the same opportunity to have others present (in support or advisory roles) during a campus judicial hearing;
- The right not to be discouraged from reporting by college officials;
- The right to be informed of the outcome and sanction of any disciplinary hearing involving sexual assault;
- The right to be informed of their options to notify proper law enforcement authorities, including on-campus and local police, and the option to be assisted by campus

- authorities in notifying such authorities, if the student so chooses. This also includes the right not to report, if this is the victim's desire;
- The right to be notified of available counseling, mental health or student services for victims of sexual assault, both on campus and in the community;
 - The right to notification of and options for, and available assistance in, changing academic and living situations after an alleged sexual assault incident, if so requested by the victim and if such changes are reasonably available;
 - The right not to have irrelevant prior sexual history admitted in a campus hearing;
 - The right not to have charges of Non-Consensual Sexual Intercourse mediated (as opposed to adjudicated);
 - The right to make a victim-impact statement at the hearing and to have that statement considered by the board in determining its sanction;
 - The right to a campus restraining order against another student who has engaged in or threatens to engage in stalking, threatening, harassing or other improper behavior that presents a danger to the welfare of the complaining student;
 - The right to have complaints of sexual misconduct responded to quickly and with sensitivity by campus officials.
 - The right to appeal the finding and sanction of the campus judicial proceeding, in accordance with the standards for appeal established in the section on Judicial Procedures on page 22 of the Student Handbook.

_____ **The SARC will give the alleged victim a copy of the University's sexual assault information pamphlet.**

VICTIM STATEMENT

I do not wish to press on or off-campus charges at this time; however, I understand that I can in the future.

Name (printed): _____

Signature: _____

Date: _____

Witness Signature: _____

UPPER IOWA UNIVERSITY
FACULTY OR STAFF MEMBER SEXUAL ASSAULT PROTOCOL CHECKLIST

Name: _____

Date: _____

Department: _____

Phone: _____

Instructions: Faculty or staff member should complete this form, based on direct discussions with a student reporting an assault. Please refer to full protocol discussion for more information about each step. The faculty or staff member should file a copy for his or her records, and forward the original to the Sexual Assault Response Coordinator.

_____ Faculty/Staff will assure the immediate physical safety of the alleged victim

- ✓ If victim has sustained minor injuries, offer immediate medical attention at the Fayette Clinic (Gundersen-Lutheran, Inc., 425-3381), West Union Clinic (Gundersen-Lutheran, Inc., 1-800-822-1141), or West Union Hospital (Palmer Lutheran Health Center, Inc., 800-541-4692). Fayette Clinic hours are 8 a.m. to 5 p.m. Monday through Friday (no weekend or evening hours). West Union Clinic hours are 8 a.m. to 5 p.m. Monday, Wednesday and Friday; and 8 a.m. to 8 p.m. Tuesday and Thursday (no weekend hours). Urgent Care Clinic hours at the West Union Hospital are 5 to 9 p.m. Friday, 9 a.m. to 5 p.m. Saturday and Sunday. After hour needs should be directed to the Emergency Room at the West Union Hospital.
- ✓ If victim's injuries are serious, seek immediate medical attention at the Palmer Lutheran Health Center in West Union.
- ✓ If victim's physical safety is in jeopardy, find safe haven immediately. The Domestic & Sexual Abuse Resource Center have safe homes and can be contacted through their Crisis Line: 563-382-2989 or 877-796-8226 or 800-383-2998.

_____ Faculty/Staff will determine when the incident took place, and will offer medical options accordingly:

- ✓ If appropriate, explain that testing for the presence of "date rape" drugs can be done 24-48 hours after the ingestion of most of these types of sedative or hallucinogenic drugs.

If questioned on this option, refer to the following"

Q: What are "date rape" drugs?

A: So-called date-rape drugs are usually powerful sedatives or hallucinogenic drugs, such as Rohypnol (aka: rope, roaches, R2, Roofies), GHB, Burundanga, Ketomine, Scopolamine, etc. Rohypnol is a prescription sedative sold in Europe and South America, but illegal in the United States. GHB is a chemical compound often mixed by people who look up the recipe on the Internet, and buy the ingredients from supermarkets and hardware stores. Other date rape drugs are of varying types, but all produce similar results: blackout or incoherence for 2-8 hours.

Q: How do I know if I have been drugged?

A: If you are drinking, and you experience a “high” far beyond what would be normal for the amount of alcohol you have had, suspect that you may have been drugged. Similarly, if all of a sudden you begin to get extremely dizzy, incoherent, or lose balance, equilibrium, sense of time, or place, you may have been drugged. The only way to know for sure is to have someone take you to the hospital the minute you begin to experience these symptoms. It is hard to know if you have been drugged because these drugs can be easily slipped into any drink, alcoholic or not. These drugs are mostly tasteless, odorless, and colorless, and will dissolve instantly. They take hold in about 15-25 minutes, and complete unconsciousness can result shortly thereafter. If your drink tastes slightly salty or metallic, this could be an indication of the presence of GHB. If your drink suddenly turns blue, this is a sure sign of Rohypnol, the latest version of which now is manufactured to change the color of the liquid it is dissolved in.

Q: How do they test for the presence of these drugs?

A: Blood and urine tests are the usual means.

- ✓ If more than 72+ hours have passed, explain that the alleged victim can seek medical testing for HIV/STD/Pregnancy.

If questioned on this option, refer to the following:

Q: Can I get a rape kit?

A: The rape kit (PERK) can only be done +/- 72 hours after an incident.

Q: Why would I need medical testing?

A: If the assault involved sexual contact/intercourse, HIV, STD's and pregnancy may be possible.

Q: Do my parents need to know if I get a PERK done?

A: No. Procedures are done confidentially and free of charge. The doctor will supply you with some information to complete and return so that the test is free. Neither your or your parents' insurance will be billed, thus keeping the procedure quiet so parents aren't informed.

If less than 72 hours have passed, explain to the victim that physical evidence should be collected ASAP at the hospital with a PERK

If questioned on this option, refer to the following:

Q: What is a PERK and who does it?

A: PERK is an evidence collection procedure (Physical Evidence Recovery Kit) – hair, fluid, and tissue samples are taken. Gynecological exam. Female nurses available. Also will treat for injuries, test for HIV/STD/Pregnancy/Date rape drugs. Pregnancy options will be discussed.

Q: Do I have to go to the hospital?

- A: The victim is not required to seek medical attention. However, even if the victim does not want to prosecute now, collecting the evidence is important in case he or she changes his/her mind later. Without a PERK, it is very hard to prosecute successfully.
- Q: **What do I do if it has been 74 hours since the incident?**
- A: After 72+ hours, it will be too late to collect bodily fluids. Collect as soon as possible. Victim still may be able to have PERK after 72 hours, if not long past.
- Q: **Can I shower before going to the hospital?**
- A: Victim should not shower, bathe, douche, urinate, defecate, or brush teeth. If victim does, still can get PERK. If victim insists on cleaning up, should take bath and keep bathwater for evidence collection.
- Q: **Where is the rape kit (PERK) done?**
- A: PERK performed at Palmer Lutheran Health Center in West Union. Please call ahead (563-422-3811, Ext. 276) to make an appointment so that nurses and social workers are present.
- Q: **How do I get to the hospital?**
- A: Upper Iowa University does have an unmarked vehicle that may be used to transport the victim to the hospital. Please note that there will be two University staff personnel assisting with the transport. The victim may also have a friend or relative drive them to the hospital or he/she may drive his/herself.
- Q: **Do I have to go alone?**
- A: Victim can take a same sex friend/advocate who can stay through the exam. Members of the opposite sex may accompany victim to the hospital, but usually cannot stay through exam unless a relative. Domestic & Sexual Abuse Resource Center have a staff or trained advocates that can accompany victims to appointments with doctors, attorneys, law enforcement, and other professionals. They can be contacted at the Crisis Line: 800-383-2988.
- Q: **How much does it cost?**
- A: Once a victim is seen at the emergency room, the victim is provided with some information to be completed and returned, so that the cost of the services are absorbed. Services will not be billed to an insurance company nor parents notified. The Domestic & Sexual Abuse Resource Center will assist victims in a number of ways, one of which is to help victims complete and return these forms. The resource center number is 800-383-2988 or 563-382-2989.
- Q: **How long will it take?**
- A: Procedure may take three hours or more.
- Q: **If I am still wearing the clothes I was assaulted in, what should I do?**
- A: Victim needs to take a change of clothes unless already changed. If victim already changed, secure physical evidence. Place all clothing, towels used to clean up, etc. into clean paper bags or dedicated physical evidence container. Separate bags for each item – never PLASTIC bags!! Collect evidence over clean white sheet, and take all to hospital for testing. If victim has not changed/cleaned-up, encourage victim to avoid touching or brushing anything that might disturb the evidence.
- Q: **Is the medical exam confidential?**

A: Local rules here, such as: Local police will be notified by the hospital. They may or may not come to the hospital. Victim does not have to talk to them. Victim's name is not released by the hospital without consent. The University will not be notified.

Q: Will I be offered the abortion drug?

A: Yes. You will be offered this drug and it will be the victim's decision as to whether to take the drug.

Reporting party initial here _____

Advising staff initial here _____

_____ Faculty/Staff will fully explain reporting options, including:

_____ Campus Judicial Charges/Restraining Order

--Filing campus judicial charges

Q: What are campus judicial charges?

A: The University prohibits sexual misconduct in its code of community standards. The sexual abuse policy is explained on pages 56 through 61 of the Student Handbook. A student can bring charges in internal hearings where students found to be in violation can be punished by the University with a variety of sanctions. Charges may also be made against violating members of the faculty, employees, staff, or administrators. See pages 18 through 28 of the Student Handbook for more explanation.

Q: How do I initiate campus judicial charges?

A: Charges can be initiated by reports to the Campus Security, Residence Life, Academic Support, Recreation/Wellness Educators, Counseling Center, Campus Ministry, Resident Assistants, faculty and coaches, who can make referrals of cases to the Dean of Student Development (reports are passed along to the Dean unless the victim waives their right, in writing, to have the college help them resolve the incident judicially).

Q: What do I do if I have immediate physical safety concerns?

A: Any of these contacts above can help a victim to find a safe haven. Also refer to the section immediately below on campus restraining orders.

Q: Who can campus charges be filed by, and against whom?

A: Campus charges can be filed against a student by another student, or by a non-student against a student, arising out of sexual misconduct that occurs on or off-campus, during and between semesters, including Summer breaks, as long as the student being accused is presently enrolled. Charges may be filed by graduated students against current students.

Q: Is the campus judicial process confidential?

A: If campus charges are filed, complete confidentiality cannot be maintained. Campus Security will usually be asked to investigate, including contacting and interviewing potential witnesses. Most senior student affairs administrators and judicial board students will know, as will any administrators who hear the charges, and to whom your charges may be appealed. All of these people will keep confidentiality to the best of their ability and duties.

Non-personally identifying information is disclosed by all employees to meet annual federal campus crime statistic reporting requirements. Within two days of a report, basic details of an incident are available to the public in the campus policy log. No names are given, and facts that could lead to the identity of the victim are not disclosed. Campus judicial hearings are not open to the public.

Q: What will happen if I pursue campus charges?

A: Campus cases are heard and resolved much more quickly than criminal charges, often going from the filing of charges to resolution in two weeks or less. Temporary suspensions of accused students to protect the alleged victim and other students are possible in the interim. Campus sanctions for sexual misconduct range from warnings to expulsion.

Q: Is this like filing criminal charges?

A: Campus cases are easier to prove than criminal charges, because the standard of proof (the amount of evidence required to convince judicial officers) is lower. Filing campus charges does not preclude the filing of criminal charges and/or civil suits. Campus charges cannot result in imprisonment. Witnesses may be called at the campus hearing, both for the victim and the accused. Usually, the victim controls the campus judicial process, and can withdraw the complaint at any time. The victim can also refuse to be a witness. In certain cases, the University may pursue charges without the assistance or cooperation of the victim, when it is necessary to resolve a case in order to protect the community from a student who poses a threat to others.

If questioned on this option, refer to the following:

--Campus Restraining Orders (CRO)

Q: What is a campus restraining order?

A: A campus restraining order is a warning to a student to keep a certain distance from, or a prohibition from contact with, another student. CRO's are available to students when necessary to protect them.

Q: How do I get a CRO?

A: Campus-based restraining orders can be issued by Student Development when needed.

Q: What happens if a student violates a CRO?

A: The University would initiate judicial charges against the student for the violation, with appropriate punishment resulting if a violation is found.

___ Q: What is a campus restraining order?

A: A campus restraining order is a warning to a student to keep a certain distance from, or a prohibition from contact with, another student. CRO's are available to students when necessary to protect them.

Q: How do I get a CRO?

A: Campus-based restraining orders can be issued by Student Development when needed.

Q: What happens if a student violates a CRO?

A: The University would initiate judicial charges against the student for the violation, with appropriate punishment resulting if a violation is found.

____ Criminal Prosecution

If questioned on this option, refer to the following:

--Civil Suit

Q: How is this different than a prosecution?

A: Initiate a civil suit against a perpetrator to seek money damages and other civil remedies (not imprisonment).

Q: Is this option exclusive of other options?

A: No, filing a civil suit does not preclude the filing of campus charges an/or criminal charges.

Q: How do I exercise this option?

A: Initiate a civil suit by contacting an attorney. Attorneys can be found in a telephone book.

Q: How much does a civil suit cost?

A: Filing a civil suit is usually free. The attorney only gets paid if he or she wins, though you may have to pay for some expenses if you lose.

Q: How long do I have to exercise this option?

A: In the State of Iowa, you generally have up to 2 years after the date of the incident to file a civil suit. In special cases, there extensions may be granted. If you are under 18 years of age, you have up to two years after you turn 18 to file a civil suit.

Q: Is there an advantage to this option?

A: Winning a civil suit is often easier than winning a criminal trial.

Q: How long will a civil suit take?

A: Resolving a civil suit can take several years.

Q: Will a civil suit be confidential?

A: No, civil suits are not confidential and may be open to the public.

--Civil Restraining Order/Protective Orders

If questioned on this option, refer to the following:

Q: What is this option?

A: A restraining/protective order is a legal order issued by a magistrate or judge, ordering someone to physically stay away from you and/or avoid all contact with you. Restraining orders do not physically prevent anything, just give police power to enforce and arrest when an order is violated. Often have time expirations. Restraining orders can be no-contact orders or can be distance-based (has to stay 100 yards away at all times). Please note that obtaining a restraining/protective order from the courts or County Attorney may be very difficult unless criminal charges are pressed against the attacker.

Q: Where do I get one?

A: Obtain from civil magistrate or judge?

Q: How do I get one?

A: The judge will hold a hearing, and you will give testimony to show cause for the need for protection. You can seek assistance from police or Victim Witness Coordinator to help you get one.

Reporting party initial here _____

Advising staff initial here _____

_____ Faculty/Staff will file an anonymous sexual assault incident report form as soon as possible with the SARC, and no later than 24 hours after a report is made.

_____ Faculty/Staff will explain counseling options and offer to accompany the student to an appointment.

If questioned on this option, refer to the following:

Q: What are my on-campus options?

A: There is a Counseling Center on campus – lower level of Garbee Hall, Ext. 5229 or 5208. Meetings are confidential, free of charge and a counselor is available on a 24-hour emergency basis. There are also clergy who work with the University available: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551.

Q: What are my off-campus options?

A: Off-campus options include contacting the Domestic & Sexual Abuse Resource Center at 1-800-383-2988 or 563-382-2989. You may also contact the 24-hour, nationwide RAINN Hotline 1-800-656-HOPE (4673), clergy, private therapists, (counselors, psychologists, psychiatrists, social workers, etc.), family and friends, and Internet resources such as on-line support groups. The following web sites are examples of internet resources:

www.rainn.org

<http://members.tripod.com/lmsurratt>

www.co.pinellas.fl.us/bcc/juscoord/esexassault.htm

Reporting party initial here _____

Advising staff initial here _____

_____ **The SARC will explain the bounds of confidentiality of reports.**

The University Policy: Victims should be aware that reports made to the Dean may not be able to be kept confidential, depending on the situation. The Dean will fulfill federal statistical reporting and timely warning requirements, while making every effort to maintain

a victim's confidentiality. Police will note incidents in a police log that is made public within two business days of the report of the incident. No names or other information that could reveal the identity of the victim will be made public.

The SARC will explain and share and discuss with the alleged victim a list of the campus victim's rights:

- It is the goal of the University to ensure that students alleging sexual misconduct have access to needed resources services and information including:
- Victims have the right to be treated with respect by University officials;
- The right of both accuser and accused to have the same opportunity to have others present (in support or advisory roles) during a campus judicial hearing;
- The right not to be discouraged from reporting by college officials;
- The right to be informed of the outcome and sanction of any disciplinary hearing involving sexual assault;
- The right to be informed of their options to notify proper law enforcement authorities, including on-campus and local police, and the option to be assisted by campus authorities in notifying such authorities, if the student so chooses. This also includes the right not to report, if this is the victim's desire;
- The right to be notified of available counseling, mental health or student services for victims of sexual assault, both on campus and in the community;
- The right to notification of and options for, and available assistance in, changing academic and living situations after an alleged sexual assault incident, if so requested by the victim and if such changes are reasonably available;
- The right not to have irrelevant prior sexual history admitted in a campus hearing;
- The right not to have charges of Non-Consensual Sexual Intercourse mediated (as opposed to adjudicated);
- The right to make a victim-impact statement at the hearing and to have that statement considered by the board in determining its sanction;
- The right to a campus restraining order against another student who has engaged in or threatens to engage in stalking, threatening, harassing or other improper behavior that presents a danger to the welfare of the complaining student;
- The right to have complaints of sexual misconduct responded to quickly and with sensitivity by campus officials.
- The right to appeal the finding and sanction of the campus judicial proceeding, in accordance with the standards for appeal established in the section on Judicial Procedures on page 22 of the Student Handbook.

The SARC will give the alleged victim a copy of the University's sexual assault information pamphlet.

VICTIM STATEMENT

**I do not wish to press on or off-campus charges at this time;
however, I understand that I can in the future.**

Name (printed): _____

Signature: _____

Date: _____

Witness Signature: _____

Upper Iowa University

SEXUAL ASSAULT REPORT FORM

NAME: _____

ADDRESS: _____

TELEPHONE: _____

SUMMARY OF STATEMENT: _____

NAME: _____

ADDRESS: _____

TELEPHONE: _____

SUMMARY OF STATEMENT: _____

NAME: _____

ADDRESS: _____

TELEPHONE: _____

SUMMARY OF STATEMENT: _____

• **NOTIFICATIONS MADE BY VICTIM OR 3RD PARTY (not Law Enforcement)**

_____ STUDENT DEVELOPMENT

BY: _____ WHEN _____

_____ PUBLIC SAFETY BY: _____ WHEN _____

_____ LOCAL PD BY: _____ WHEN _____

_____ HEALTH SERVICES BY: _____ WHEN _____

_____ COUNSELING CENTER BY: _____ WHEN _____

_____ STUDENT LEADERSHIP & ACTIVITIES

BY: _____ WHEN _____

_____ FACULTY BY: _____ WHEN _____

_____ HOUSING BY: _____ WHEN _____

_____ RAPE CRISIS BY: _____ WHEN _____

_____ HC CHAPLAIN/CLERGY BY: _____ WHEN _____

_____ HOSPITAL BY: _____ WHEN _____

_____ DISTRICT ATTORNEY BY: _____ WHEN _____

_____ OTHER _____

- **IF LOCAL POLICE DEPARTMENT HAS JURISDICTION OVER A CASE INITIALLY REPORTED TO PUBLIC SAFETY**

_____ LOCAL JURISDICTION DETERMINED BY CHIEF:

_____ REPORT TO LOCAL POLICE SEXUAL ASSAULT UNIT

WHO IS REPORT MADE TO?

OFFICER NAME: _____

BADGE #: _____

TYPE OF ASSISTANCE NEEDED FROM WPD:

_____ ENTIRE INVESTIGATION

_____ INTERVIEWS ONLY

_____ CRIME SCENE

_____ SEARCH WARRANT

_____ RESPONSE TIME

_____ LOG ENTRY

_____ RECORD CSA STATISTIC

SUICIDE ATTEMPT ON OR OFF CAMPUS (Level 1)

1. Make sure the student is not left alone.
2. Visit the student if he or she is in the hospital
3. Identify friends of the student and provide counseling for them.
4. Document all decisions and actions taken.

CLUSTER SUICIDES (Level 2)

After Each Death

1. Verify information from the reporting source (family, witness, police, etc.)
2. Convene the crisis team.
3. Inform faculty, staff and students.
4. Prepare notes for the media.
5. Provide counseling for grieving students in individual or group form.
6. Provide a fact sheet for parents, university personnel and the media.
7. Disseminate information about the funerals or memorials.
8. Determine the most effective way to communicate with parents.
9. Debrief with the crisis team members.
10. Document all decisions and actions taken.

TORNADO

Definitions

FUNNEL CLOUD

A rotating, cone shaped column of air extending downward from the base of a thunderstorm, when it reaches the ground it is called a tornado.

TORNADO

Tornadoes are violently rotating columns of air that descend from thunderstorms, cumulonimbus cloud, to come in contact with the ground. Tornadoes develop from thunderstorms when the wind variation with height supports rotation of the thunderstorm updraft. In the state of Iowa tornadoes most often occur in the spring months of March, April and May. A secondary tornado season occurs in the Fall. Most tornadoes occur between the hours of 1200 to 1900 hrs.

TORNADO WATCH

Atmospheric conditions are favorable for tornado development, tornados are possible. The watch is meant to give you time to prepare and to go over safety precautions.

TORNADO WARNING

A tornado has been detected by radar or has actually been sighted on the ground. Shelter should be obtained immediately.

POSSIBLE WARNING SIGNS

1. A sickly greenish or greenish black color to the sky.
2. If there is a watch or warning posted, the fall of hail should be considered as a real danger sign. Hail can be common in some areas, however, and usually has no tornadic activity along with it.
3. A strange quiet that occurs within or shortly after the thunderstorm.
4. Clouds moving by very fast, especially in a rotating pattern or converging toward one area of the sky.
5. A sound a little like a waterfall or rushing air at first, but turning into a roar as it comes closer. The sound of a tornado has been likened to that of both railroad trains and jets.
6. Debris dropping from the sky.
7. An obvious "funnel-shaped" cloud that is rotating, or debris such as branches or leaves being pulled upwards, even if no funnel cloud is visible.

FUJITA SCALE

The Fujita Scale is a system developed by Dr. Theodore Fujita to classify tornados based on wind damage, the scale is as follows

Class	Strength	Wind Speed	Force
F0	Weak	40 – 70 mph winds	Light damage
F1	Weak	73 – 112 mph winds	Moderate damage
F2	Strong	113 – 157 mph winds	Considerable damage
F3	Strong	158 – 206 mph winds	Severe damage
F4	Violent	207 – 260 mph winds	Devastating damage
F5	Violent	261 – 318 mph winds	Incredible damage (rare)

DURING A TORNADO WARNING

During a tornado warning the audible tornado siren will be set off in Fayette. In addition local radio and television stations will be advising of the tornado warning.

Note: In Garbee Hall the audible tornado sirens cannot be heard. We are currently working on solutions to overcome this problem. We are considering telephones in the rooms that can be activated as intercoms. A manned 24 hours desk/personal is being considered as well.

Immediately go to the designated safe area for the building that you are in, those safe areas are as follows:

Garbee Hall: For each of the resident hall floors go to the shower stalls in the bathrooms. If you can make it to the bottom level and go to the bathrooms, interior hallways away from windows, interior offices of Student Development.

Hofmaster Apartments: Go to the apartment bathrooms; if possible get to a lower level apartment.

Lee Towers: Lowest level of the building. Bathroom of the apartment, if possible a lower level apartment.

Andres Center for Business & Education: Lower level bathrooms.

Professional Building: The bottom level the female bathroom, hallway. Second level the male bathrooms, the storage area in the female bathroom, the third floor should evacuate to the 2nd level or the bottom level

Edgar Fine Arts: The kiln room on the lower level is the lowest and most secure area in the building. Other areas are as follows: 2nd Floor – bathrooms, gallery, storage room and northeast offices (Nursing Support Staff). 3rd Floor – two enclosed offices on the east side.

Colgrove Walker: South hallway, if possible the basement area.

Parker Fox: Basement area inside one of the side rooms.

Alexander Dickman: Staff may use the basement area to include the boiler area and the stairway itself. All Staff members should use the South stairwell in going to their safe area. If time and safety permits students should be evacuated to the designated safe area in the library. Secondary safe areas in Alexander Dickman are the vault on the main floor, the bathrooms on the main floor without windows. Basement area.

Henderson-Wilder Library: Bottom level, west hallway in the old section of the building.

Baker Hebron: Bottom level bathrooms, computer rooms, astronomy room, conference room.

Dorman Gym: Hallway, which leads to the football, wrestling, basketball locker rooms. If possible enter the wrestling locker room, basketball locker room.

Recreation-Center: Ground level locker rooms.

Physical Plant: Interior bathroom under the counter.

Alumni House: Basement area southwest corner.

Presidents House: Basement area southwest corner.

If you are unable to reach the safe area then seek the lowest level of the building that you are in. Seek rooms, corridors, and hallways, closets that are in the innermost part of the building. Avoid being near windows and glass of any type. Once you are in place either in the safe area or other you should crouch down and make as small a target as possible. If you can crawl under a desk or other piece of heavy furniture do so. If you are not able to do that then cover your head as best that you can, use a coat, blanket, hands. The areas that should be avoided during a tornado are elevators, auditoriums, gyms and other free-span rooms. If you are outside, immediately seek shelter indoors, if available. Otherwise, take cover in the nearest ditch or depression, away from power lines, buildings and trees.

POST TORNADO/AFTER ACTION

Once the tornado has passed an “all-clear” signal will be given for the town of Fayette, this will be the sirens being sounded again. Radio and television will also announce a all clear by stating that the warning has expired. Even though the tornado has passed danger still remains. The following steps should be taken

1. Remain calm.
2. Check yourself for injuries.
3. Check those around you for injuries, if someone is injured to not move them unless there is a life-threatening situation, seek help.
4. If you suspect a gas leak or smell gas do not light a match or have a open flame alert others to the situation.
5. If you suspect damage to the electrical system do not turn on or off electrical switches or use electrical appliances, be aware of the damaged electrical wiring, alert others to the situations.
6. Be aware of any fires that may have started, be careful if you do use matches or candles.
7. Be aware of downed power and utility lines, stay away from them. Alert others of the situations.
8. Be careful of objects that have shifted and are ready to fall or drop.
9. Dangerous areas need to be secured as soon as possible.

EVACUATION

As you exit a damaged building be aware of the structural damage, exit a building only if it is safe to do so. If not then remain where you are at and call out for help. Again do not move injured individuals unless there is a life-threatening situation.

ASSISTING THOSE WITH DISABILITIES, EVACULATION GUIDELINES

It is recommended that for residents of Garbee Hall, Lee Towers and Hofmaster apartments a “Buddy System” be implemented. A volunteer along with alternate volunteers be paired with a person with disabilities to assist them with evacuating the building, staff personal should be made aware of these arrangements. For all other buildings on campus a “Buddy System” can be implemented as well along with staff and faculty assistance.

PERSONS WITH VISUAL IMPAIRMENTS

Inform the individual of the nature of the emergency, offer to guide him/her. As you evacuate the building advise the individual that you are with where you are at, where you are going, obstacle in the way and any other important information. Do not take the individual that you are guiding by the arm, offer your arm instead.

PERSONS WITH HEARING IMPAIRMENTS

Writing a note telling the individual of the danger and the safest evacuation route

Tapping the person on the shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do. A visual alarm will be installed in the dorm room of a hearing impaired student as well.

PERSONS USING CRUTCHES, CANE OR WALKERS

If the individual is having trouble exiting the building in a quick and safe manner then they may be carried out of the building. Options such as the fireman's carry, two-person locked arm carry may be used. Also the person can be carried out while simply sitting in a chair.

NON-AMBULATORY PERSONS

If assistance is needed remember lifting someone in this state may be painful and may cause injury. Frequently, non-ambulatory individuals have respiratory complications. Remove them from smoke or fumes immediately. Always consult with the person that is being evacuated so to their preference with regard to:

1. Ways of being removed from the wheelchair.
2. The number of people necessary for assistance.
3. Whether to extend or move extremities when lifting because of pain, catheter bags, braces, etc.
4. Whether a seat cushion or pad should be brought along if he/she is removed from the chair.
5. Being carried forward or backward on a flight of stairs.
6. After-care, if removed from the wheelchair.

Once outside you are not to re-enter the structure for any reason.

Once the emergency personnel are on the scene they will be in charge of the scene. The emergency personnel will determine when or if it is safe to return to a building. The emergency personnel will also be the one to turn the scene back over to the university.

TRIAGE

If there are casualties then the following area will be used as the triage area, providing that the building is still structurally sound and there are no other dangers getting in and out of the building the order of the area of usage is in this order:

1. Recreation Center
2. Dorman Gym
3. Auditorium in Colgrove Walker
4. Tennis Courts

The designated landing zone for the life flight helicopter will be as follows:

Primary: Football practice fields on the East side of campus.

Hazard Note: On the West side of the fields is a power line

Secondary: The oval area on the North side of campus.

Hazard Note: On the East side of the oval is a very tall flagpole

FIRST AID KIDS

First aid kits are located in the following areas:

Garbee Hall: Cabinet in the security office

Hofmaster/Lee: RA Rooms

Alexander Dickman: Registrar's office

Colgrove Walker: Roadrunners lounge

Library: Circulation desk

Baker Hebron: Chemistry lab

Dorman Gym: Training room

Parker Fox: Front desk

Professional Building: Lounge

Rec Center: Front desk and through out the building attached to the wall

Edgar Fine Arts: Ceramics studio room 103

Andres Center: Housekeeping room 127

Physical Plant: Office & grounds

DISPLACED STUDENTS

Sodexo Campus Services will provide cold meal bag lunches; meals may also be prepared on university grills. Bottled water will be brought in for drinking. The University will provide a generator for Sodexo for refrigeration purposes. Porta Potties will be brought in for the waste matters. Students may be housed in Dorman Gym or the Recreation Center as needed.

24-HOUR HOTLINE

The 1-800 phone number will be designated as the emergency 24-hour hotline number that parents may call.

PARENTAL NOTIFICATION

The Incident Management and Communications Team will notify parents of the situation and the status of their child

COUNSELING

There are several different options that are available to Upper Iowa University in regards to counseling. Upper Iowa University has on staff Laurie Kirkpatrick who is the Director of Counseling Services. Staff members of Student Development will also be available. The following local clergy are available as well: Abundant Life Christian Fellowship 425-3511, First United Methodist Church 425-4126, St. Francis of Assisi Catholic Church 425-3184, Grace Lutheran Church 425-3544, Fayette Community Church 425-3551. Also available is the Northeast Iowa Mental Health Center and Alcohol Related Problem Center 1297 S. Frederick Avenue Oelwein, Iowa 50662 1-563-283-5774 or 1-800-372-6744

MEDIA

All media related questions or concerns need to go through the office of Dr. Edward Ogle, office number 425-5284. The alternate to him is Don Aungst, office phone number 425-5286.

VIOLENT BEHAVIOR OF A STUDENT (Level 1)

1. Notify university security/administration.
2. Remove the student from the university.
3. Attempt to calm the student by listening to him/her.
4. Contact parents.
5. Discuss incident with students who may have observed the violent behavior.

Document all decisions and actions taken.

INCIDENT COMMUNICATIONS PLAN

At the first sign of a potential incident or controversy involving Upper Iowa University, whether before or after exposure in the news media, begin preparing for a timely, accurate and appropriate response.

1. Assess the situation; take immediate action.

- A. The individual who encounters the situation should quickly gather full, accurate information from appropriate sources.
- B. Contact the head of the area in which the situation exists, who in turn:
 - Determines whether an immediate response is necessary.
 - (If it is) Contacts the president, senior vice president, or dean, or those next in line to these individuals.
- C. The president, senior vice president, or dean decides who should be contacted:
 - If the incident is of major importance, call together a team from the below-listed names. Determine meeting time and place and choose a chairperson (the composition of the team will depend on the nature of the situation.) From the afore listed of names. (see page 2).

2. Following consultation and debriefing with the team, a decision should be made as to what other individuals or agencies should be contacted, if an emergency situation exists:

The following offices could be contacted, if not already involved:

A. LAW ENFORCEMENT OR OTHER PROTECTIVE AND EMERGENCY AGENCIES		
	OFFICE	ALTERNATE #
Emergency	911	
Fayette Police	440-1520	425-3500
Fayette County Sheriff	422-3234	
Ambulance	425-4300	
Fayette Fire Department	425-4300	

B. ENVIRONMENTAL HEALTH AND SAFETY		
	OFFICE	ALTERNATE #
Fayette County Disaster Services Coordinator	427-3792	
Hazardous material release:		
Sheriff's department	422-3234	1-800-272-3234
Local Emergency Planning Committee	427-3711	
Iowa Disaster Service Division	515 281-3231	
Iowa Emergency Response	515 281-8460	
Department of Natural Resources	515-281-8694	1-800-535-0202

C. PLANT OPERATIONS		
	OFFICE	ALTERNATE #
Director of Plant Operations	425-5384	

3. After assessing the nature and scope of the situation that has arisen, a plan of action should be initiated, which should include some or all of the following components. Identify an individual to be in charge of each of the following steps:

A. Plan an immediate response.

1. Designate who will speak for the University.
 - Those dealing with the media should review media memo.
 - Discuss need to produce taped response for radio or whom to make available for radio (if not the same as #1 above).
 - Identify other individuals who may serve as spokespersons.
 - Name _____ Phone _____
2. Write a fact sheet to use as a guide for drafting media statement. (News media will expect and demand an immediate response.)
 - Name _____ Phone _____
3. Decide whether a news conference and/or news release is an appropriate means of conveying information.
 - Determine if a media-briefing center is needed.
4. Decide where TV and newspaper photographers will be allowed to go on campus.
 - Discuss need to supply video footage of the campus.
5. Determine what means of internal communications will be used and who will send a memo or speak.
6. At the earliest stage possible, give secretaries/receptionists clear instructions in handling telephone calls concerning the situation.
 - Schedule a debriefing with the appropriate involved individuals.
 - Name _____ Phone _____
7. Alert other offices about where to refer calls pertaining to the incident.
 - The University main switchboard.
 - Other appropriate administrators (vice presidents, deans & directors).
(A University telephone directory is attached to this document.)
 - Other campus communications offices:
 - Dean of Student Development - 5214
 - Sr. VP for Residential University - 5348
 - Athletic Director - 5293
 - Main Switchboard (0) - 5200
 - Admission - 5279
 - Extended University – 5239
 - Name _____ Phone _____

8. Discuss alternative or additional means of conveying information.
- This might include such items as letters to parents of students or selected other constituencies of the University, letters to newspaper editors, consultation with trustees and center directors, etc.

• Name _____ Phone _____

- B. Draft a brief initial statement or list of details for use until a more detailed statement or story can be drafted.

• Name _____ Phone _____

- C. Check the University master calendar to determine if the incident might affect scheduled upcoming events and how to handle it (athletics, concerts, campus visit days, OAR Days, etc).

• Name _____ Phone _____

- D. Determine if a legal matter is involved and if the Upper Iowa attorney is needed.

• Name _____ Phone _____

- E. After developing a proposed plan of action, with consideration to the elements above, have the committee review all involved material.

4. Document media coverage.

- Alert individuals handling newspaper clippings to immediately scan papers and videotape television reports for stories related to the situation. Deliver copy to the incident management team chairperson.

• Name _____ Phone _____

5. Set up information files on the situation at hand and material related to the incident.

- Determine need to assign photographers to the scene.

• Name _____ Phone _____

6. Plan to frequently update staff and appropriate administrators. Keep the team chairperson continually apprised of the situation.

- The team chairperson should be notified of all media contacts, even if declined.

7. Monitor the situation on a regular basis until closure is reached.

- Release updates to the media (see Media Reminders).

• Name _____ Phone _____

8. Have a follow-up assessment:

- Determine what worked, what did not work, and what changes might be made in the future for improved incident management. The total incident management team should be called together.

• Name _____ Phone _____

From the moment an incident has been identified: a list of top priority contacts need to be made, the president, senior vice president or dean should be called as soon as possible, and the incident management team or committee should discuss *what happened, who is involved, and what the University is doing about it.*

LOGISTICAL DETAILS

1. Determine where news conferences/media availabilities can and should be held. (Know sizes/capacity of rooms, who to call to reserve rooms and prepare a list of campus room availabilities)
2. Assess status of phone lines. Determine whether more phone lines are needed in a crisis event. Determine location of the nearest phones that media can use to call their offices.
3. If a media briefing area or pressroom needs to be designated, appropriate administrators should discuss where the best place would be to have media gather. Have knowledge of equipment and space. Each communications office should keep an inventory of what equipment and space they have available, where cameras can plug in, where laptops can be plugged into phones and where computers can be used in their specific areas.
4. Maintain details on hotels/motels, which are closest, best, cheapest. (Hotel/motel information attached.)
5. Determine parking logistics in advance. Where can media park? Specific parking areas may need to be set aside. Campus information personnel should work with the police to determine parking areas. Particular emphasis should be given to determining, with police, where satellite trucks may park in the event of a major crisis.
6. Maintain a list of available staff support. Clerical, technical back-up people, as well as staff who deal directly with the media, should be reachable.
7. Consideration should be given to the University communications office purchasing a portable power supply. In a natural disaster, such as a weather situation, telephones, computers, faxes, and copiers would be useless without back-up power.
8. Have the most recently updated campus map available. (Attached)

NEWS CONFERENCES AND PRESS AVAILABILITIES

1. When you notify media of news conferences/availabilities, be sure to define what kind of event you are actually having. Usually, if you announce a news conference, media expect you to provide them with information, or to announce something. Press availability can simply mean you are making individual(s) available to answer questions from the media.
2. Don't call unnecessary news conferences. If it's not worth their time, the media will be uncooperative.
3. If holding a news conference, try to tell media in advance some details of what you will be announcing. Being coy will not only irritate the media, but may prevent them from attending your event.

4. Gauge the size of your crowd carefully when reserving a room; better to have too much than too little space. Make sure microphones, chairs, lighting, and water are in place at least 30 minutes before an event.
5. Decide format in advance. Who will introduce speakers, who decides when question/answer periods end, and other details.
6. Decide in advance whether or not handouts are needed. If speaker is giving a written talk, you may want to wait and hand out material after the talk, so media will stay and listen. However, it's advisable to tell them you will give them a copy later.

MEDIA RELATIONS REMINDERS

1. ALWAYS return media calls, even if they call more than once and even if they are hostile. "Bunker mentality" won't make the problem or the media go away. The more cooperative you appear, the better.
2. Carefully communicate with media reps when you are talking with them-that means both talking and listening. During this time, if you're friendly and don't rush them, they appreciate it. Also, through conversation, the media can provide you with information that is useful.
3. Avoid antagonizing media reps, if possible. A sharp tone at a press conference, during a phone call, or elsewhere can affect your future relationship with an individual and with any other media reps who may hear the conversation.
4. Consider establishing a dedicated call-in phone line that will offer information to media or others who phone in. (Info on news conferences, rumor control info and newly acquired information can be placed on a tape that can be updated. Particularly useful when regular phone lines are tied up with calls.)
5. Consider how information you release to media may affect others. If things you say will result in media calling other agencies or individuals, you need to call them first to warn of impending calls.
6. When talking to media, be sure to give credit to other agencies, groups or individuals working on the incident, including your own staff. (First, because it's courteous and the right thing to do, and second, it also enhances relationships and reflects well on you.)

UPPER IOWA UNIVERSITY

COMMUNICATIONS PLAN

SUPPLEMENT TO THE INCIDENT MANAGEMENT PLAN

This plan is intended to supplement Incident Management Plan procedures and guidelines for dealing with emergency situations. It should be reviewed on an annual basis and should be distributed to appropriate members of Upper Iowa University.

INTRODUCTION

From a public perspective, a "crisis" can be defined as any out-of-the-ordinary event that creates community/media interest in the University. A crisis is often tragic and unexpected. Crises can be opportunities as well as problems. It is clear that good communications can be a key element in responding to our communities and to the media in case of a crisis of any kind.

The purpose of the Crisis Communication Plan is to be adequately prepared for that "out-of-the-ordinary event" and to advise, effectively and promptly, the campus community and the public as required on issues and developments.

OBJECTIVES

The University will make every effort to be open and timely in its communications with the University community, the media and surrounding communities during a crisis or emergency. Concern for the right to privacy, personal health and safety, legal liability and the public's legitimate right to be informed will guide decisions with regard to all communications internally and externally.

The Public Relations Crisis Management Team (PRC), consisting of the Associate Vice President of Marketing and Communications and the Director of Public Relations, will act in support of the University president and appropriate senior vice presidents as well as other key personnel.

Good communications policy and practice will:

- provide support in the actual management of the crisis;
- provide direction to faculty, staff, and students;
- provide support to reduce rumor and uncertainty;
- distribute clear and accurate information to interested constituencies and the public at large; and
- maintain the institution's credibility and minimize damage to its reputation,

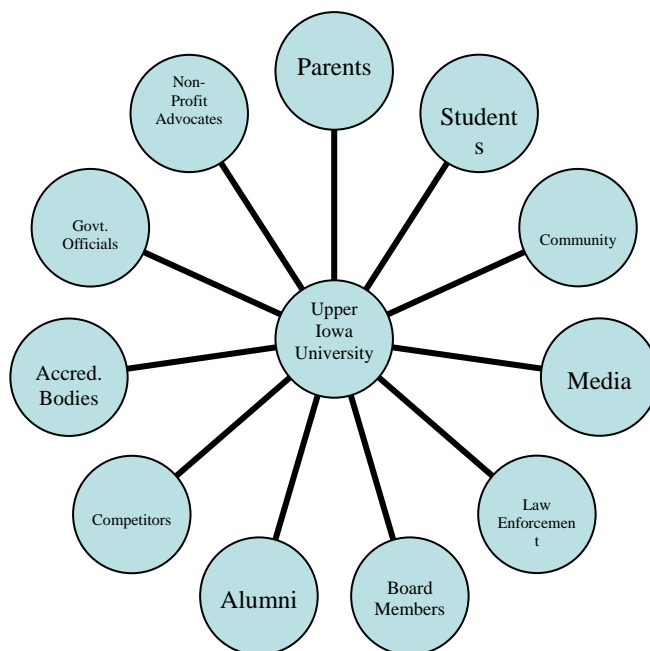
CRISIS COMMUNICATIONS PLAN

During a declared emergency, communications - *both internal and external* - will be under the direction of the senior officer of the University in co-operation with the PRC and the Crisis Management Team.

The Crisis Communication Plan will also apply in the event of a crisis at an off-campus event for which Upper Iowa has some responsibility or where a significant number of its community are involved, e.g., evening classes, sports events, student services activity or event relative to an Extended University location.

AUDIENCE

Key audiences to keep in mind during a crisis are as follows. They are listening and forming opinions about how we react and what we say.



RELEASING STATEMENTS/INFORMATION

All information released by the University will be done in co-operation with the appropriate external authority, e.g., police, sheriff's office, fire department, etc.

All written or oral statements to campus groups, the media and the public will require the authorization of the senior officer of the University for the area in question in collaboration with the PRC and the Crisis Management Team.

All appropriate statements of information will be channeled through and co-coordinated by the PRC Unit as outlined in the Incident Management Plan.

One official spokesperson and an alternate will be appointed to state the University's position.

The legal aspects of releasing information will be governed by the appropriate legal guidelines or referred to legal counsel.

All public and media inquiries that are received by other offices and departments will be forwarded to the PRC and the Crisis Management Team, and:

- *Under no circumstances* will any representative of the University reveal the victim's name in any case.
- *Under no circumstances* will any representative of the University other than the official spokesperson or his/her designate volunteer any information (names, dates, times, locations, nature of an incident) about an off-campus incident.
- *Specifically*, information about an off-campus arrest is in the public domain. In this case, the Associate Vice President of Marketing and Communications (AVP MarCom) or his/her designate will refer media inquiries to the authority that made the arrest.
- *It is the responsibility of* the Director of Security Services or his/her designate to notify the Office of Public Relations when off-campus incidents occur.

PROCEDURES

a. Alerting Responsibilities

Prior to or during a declared state of emergency or the decision to assemble the Crisis Management Team, the senior officer of the University or a member of the Team will alert the AVP MarCom. The AVP MarCom will then advise the Media Relations officer as to the emergency and its circumstances and provide direction for responding to initial inquiries from the media and the key publics.

The AVP of MarCom will assemble the Public Relations Emergency Unit.

b. Public Relations Emergency Unit

The PRC will be headed by AVP MarCom. In his/her absence, an alternate will be appointed:
1) Director of Public Relations.

The Unit may include staff who report to the AVP MarCom or special appointees from related departments on campus.

The Unit will be responsible for carrying out all communications.

c. Specific Responsibilities

The PRC will be responsible for:

- Meeting with the Crisis Management Team to determine level of crisis and audiences affected.
- Maintaining regular contact with the Crisis Management Team,
- Assisting in the identification of an official spokesperson and alternate and providing support to those individuals.
- Establishing a media centre either on campus or off campus.
- Providing communications and media counsel to the senior officer of the University and/or designate and the Crisis Management Team.
- Preparing and disseminating statements or information to the campus community, interested constituencies, the media, and other groups as identified.
- Handling public inquiries regarding the crisis.
- Responding to media inquiries regarding the crisis.
- Arranging for photography and audio-visual services, if necessary.
- Maintaining regular contact with the Crisis Management Team and with communications officials of other agencies or organizations (Fayette police, fire, etc.) responding to the emergency for the purpose of coordinating the preparation and dissemination of public statements of information.
- Managing the media presence during the crisis and enforcing the guidelines for media behavior during a crisis.
- Monitoring media coverage and public response to the crisis.
- Providing post crisis follow-up releases and news, as appropriate, to the media.
- Evaluating the communication process, providing full media documentation to the Crisis Management Team, the senior officers/spokesperson, and participating in a debriefing session with members of the Crisis Management Team.

d. Authority

The AVP of MarCom will have the authority to disseminate information to the media and the public with the general direction of the senior officer of the University or the Crisis Management Team.

Except for emergency services personnel and security, only the Public Relations Emergency Unit will be authorized to provide direction to the media.

Once a crisis/emergency has been identified, Security Services will have the authority to limit access to the affected area and any other areas of campus designated for use in responding to the crisis.

With the consent of Security Services and external authorities and at the direction of the senior officer or the Crisis Management Team, the Unit may allow media photographers and camera operators to tour the emergency site; they will be escorted.

e. Media and Public Inquiry Centers

Depending on the nature and duration of the crisis, the PRC may establish a media centre and oversee a public inquiry centre or telephone inquiry centre. This centre may be located on campus or at a predetermined site off campus*.

The Public Relations Office will identify sites on campus suitable for use as a media/public inquiry centre. The sites will have capacity to activate appropriate communication equipment. e.g., telephones, computers.

At the direction of the senior officer of the University or the Crisis Management Team, the PRC will have authority to use other University facilities and/or offices for these and related purposes.

* on-campus site choices: Andres Center 2nd Floor Auditorium

* off-campus site: Fayette Community Library ICN Room
Oelwein Public Library ICN Room

f. **Official Spokesperson**

In consultation with the head of the PRC, the senior officer of the University or the Crisis Management Team will appoint one official spokesperson and an alternate.

The spokesperson will be responsible for articulating the University's position only upon the authorization of and as directed by the senior officer of the University or PRC and Crisis Management Team.

The spokesperson and alternate should be readily available and accessible to the PRC and the media, and be able to articulate the University's position in a way appropriate for the media.

The spokesperson and alternate will be selected from the following:

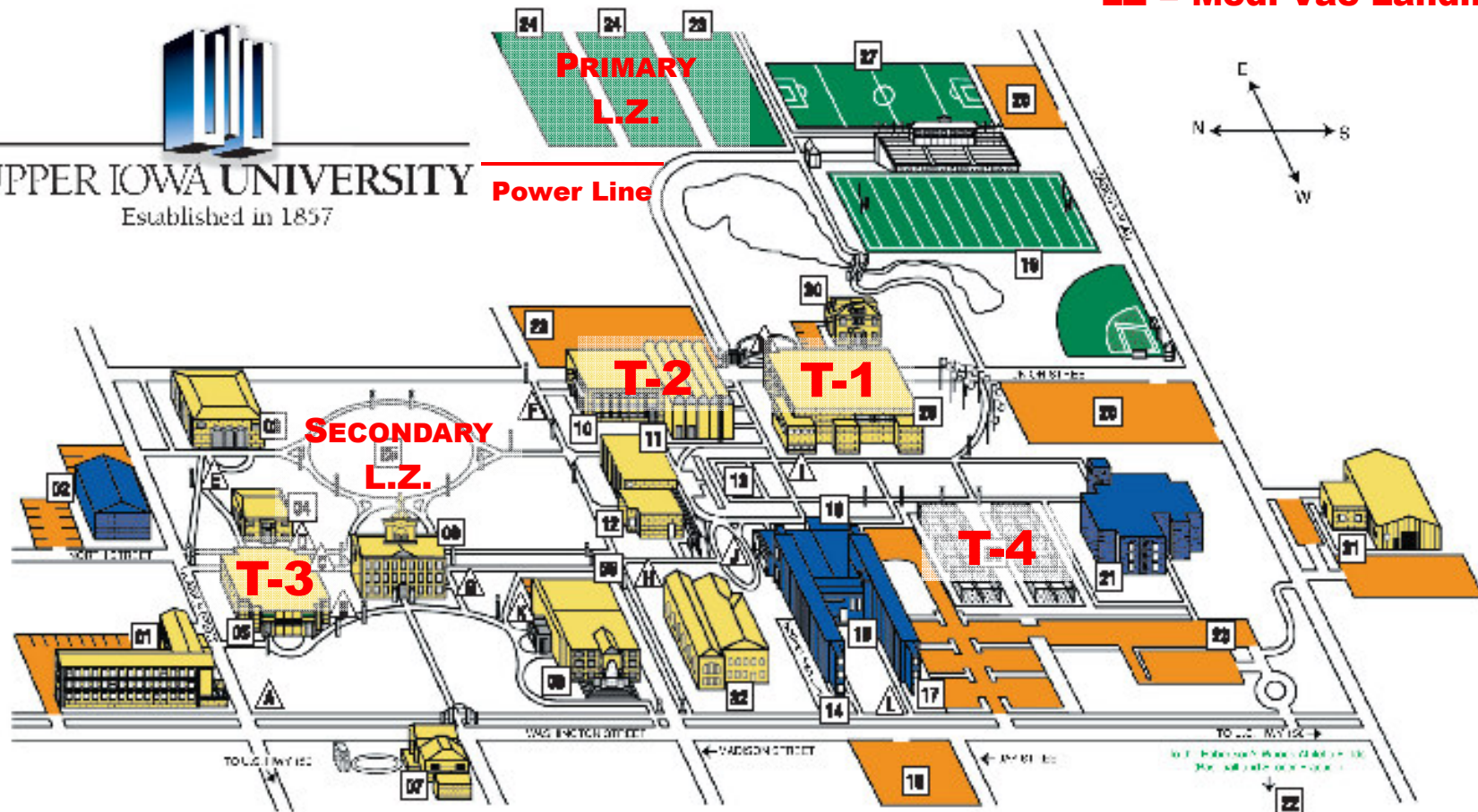
- President
- Sr. Vice President for the Residential University
- Sr. Vice President for the Extended University
- Sr. Vice President for International
- Associate Vice President for the Extended University
- Associate Vice President for MarCom
- Athletics Director

Only in the most serious of circumstances should the President serve as spokesperson.

g. **On-Campus Media**

On-campus media will generally be considered as external media for the purposes of this Crisis Communication Plan. They will be guided by the ground rules for media behavior during emergency.

T = Triage Area
LZ = Medi Vac Landing Zone



-Indicates Sculptures		CAMPUS LEGEND	
A	Peacocks	12	Baker-Hebron Science Hall
B	Untitled	13	Grace Meyer Square
C	Grace	14	North Hall
D	Paolo & Francesca	15	Garbee Hall Complex Cafeteria / Bookstore Entrance
E	Ribbon Dance	16	Peacock Pizzazz Snackbar
F	Quill	17	South Hall
G	Constellation Earth	18	Student Parking (Restricted)
H	The Entrepreneur	19	Eischeid Memorial Athletic Complex
I	Perpetual Motion	20	Tennis/Volleyball/Basketball Courts
J	Concentric	21	Lee Tower
K	Torre II	22	Robertson-Wood Athletic Fields
L	Involution III	23	Permit Parking Only
M	Veterans Memorial	24	Football Practice Field
		25	Alexander-Dickman Oval Lawn
		26	Event Parking
		27	Soccer Game Field
		28	Soccer Practice Field
		29	Recreation Center
		30	Alumni House
		31	Physical Plant
		32	Andres Center for Business and Education

SUSPICIOUS MAIL

THESE TIPS CAN HELP PROTECT YOU,
YOUR BUSINESS, AND YOUR MAILROOM

IF YOU RECEIVE A SUSPICIOUS LETTER OR PACKAGE:

1 Handle with care.
Don't shake or bump.

2 Isolate it
immediately.

3 Don't open,
smell, touch, or taste.

4 Treat it as suspect.
Call local law
enforcement authorities.



IF YOU SUSPECT THE MAIL MAY CONTAIN:

A BOMB:
Evacuate Immediately
Call Police
Contact Postal Inspectors
Call Local Fire Department/HAZMAT Unit

A RADIOLOGICAL THREAT:
Limit Exposure — Don't Handle
Evacuate Area
Shield Yourself From Object
Call Police
Contact Postal Inspectors
Call Local Fire Department/HAZMAT Unit

A BIOLOGICAL OR CHEMICAL THREAT:
Isolate — Don't Handle
Evacuate Immediate Area
Wash Your Hands With Soap and Warm Water
Call Police
Contact Postal Inspectors
Call Local Fire Department/HAZMAT Unit