



University of Dubuque
Emergency Response
Manual

May 2023

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THE UNIVERSITY OF DUBUQUE EMERGENCY RESPONSE MANUAL

PREFACE

This Emergency Response Manual is designed as a contingency plan for University administrators to plan for campus emergencies. The Emergency Response Manual is a guide to the methods, techniques, and procedures necessary to cope with most University emergencies. While this manual does not cover every possible situation, it does supply the basic administrative guidelines necessary to cope with most campus emergencies.

All administrators whose responsibilities and authority cover the operational procedures found in the manual are expected to follow them. University emergency operations are to be conducted within the framework of the current operating procedures for the university as described in this manual.

Any exception to these emergency response procedures will be conducted only with the approval of those university administrators directing and/or coordinating the emergency operations.

All requests for procedural changes, suggestions, or recommendations are to be submitted in writing to the Director of Safety and Security for technical and operational review. All changes recommended by the Director of Safety and Security will be submitted in writing to the administration of the University for evaluation and adoption.



Date 5/15/2023

Dr. Jeff Bullock
President
University of Dubuque

RECORD OF CHANGES/UPDATES

Date	Description of change	Approved by	Date Approved
7/28/2022	Updated staff directories and titles- pg. 7, 33-37.		
7/28/2022	Added Run, Hide, Fight verbiage- pg. 25-26.		
8/4/2022	Added Campus evacuation procedures, relocated appendix A to the end as it is not to be included for publication.		
2/23/2023	Updated staff information and formatting of the document.		
5/1/2023	Updated all information and re- format document		

Name	Title	Alternate	Title
Dr. Jeffrey Bullock	President	Amy Edmonds	Vice President for Operations
Mark Ward	Vice President for Academic Affairs	Joe Green	Associate Dean for Undergraduate Studies
Jim Steiner	Vice President for Finance/Auxiliary Services	Keith Wipperfurth	Assistant VP of Auxiliary Services
Amy Edmonds	Vice President for Operations		
Nelson Edmonds	Vice President for Intercollegiate Athletics/Student Life	Megan Wilson	Associate Dean of Student Engagement and Intercollegiate Athletics
Bob Broshous	Vice President for Enrollment Management		
Melissa Hemesath	Vice President for Advancement		
Tom Hogan	Associate VP for University Relations	Stacy Ortman	Director of Public Information
	General Counsel		

EMERGENCY RESPONSE TEAM 2022-2023

Name	Title	Alternate	Title
Laura Schauer	Director of Safety and Security	Jacob Decker	
Craig Kloft	Director of Facilities		
Stacy Ortman	Director of Public Information		
Megan Wilson	Associate Dean of Student Engagement and Intercollegiate Athletics		
Brigette Kyei Nimakoh	Assistant Dean of Student Formation/Director of Student Guidelines		
Amy Gaffney	Director of LIFE Program		
Randy Warm	Director of Aviation		
James Gunn	Dean of Chapel		
Sherry Cusick	Director of Information Technology		
Julie MacTaggart	Director of Human Resources		
Regina (Butteris) Torson	Medical Director for Smeltzer-Kelly Health		

Introduction

Initial response to any disaster will rely heavily on city and/county assistance. Each campus should have its own business continuity plan and MOU's with local area businesses to reduce loss of business and/or class time for students.

PURPOSE

The emergency procedures outlined in this manual are designed to protect lives and property through effective use of university and community resources. It is designed to offer guidelines in the management of campus emergencies.

Whenever an emergency affecting the campus reaches proportions that cannot be handled by routine measures, the President, or their designee, may declare a STATE OF EMERGENCY.

Because emergencies by definition are sudden and occur without warning, these procedures are designed to be flexible in order to accommodate contingencies of various magnitudes.

SCOPE

These procedures apply to all personnel, buildings, and grounds, owned or operated by the University of Dubuque. The emergencies may be generated or continued outside the limits of UD property, but affecting UD as emergencies nonetheless.

ASSUMPTIONS

The University Emergency Plan is predicated on a realistic approach to the problems likely to be encountered on a campus during a major emergency or disaster.

The following are general guidelines for determining and enacting the University Emergency Plan:

1. An emergency or disaster may occur at any time of the day or night, weekend or holiday, with little or no warning.
2. The succession of events in an emergency is not predictable. Hence, published support and operational plans will serve only as a guide and checklist, and may require field modification in order to meet the requirements of the emergency.
3. Disasters may also affect residents within the geographical location of the University (or University properties); therefore, local, state, and federal emergency services may not be available immediately. The University of Dubuque officials responsible for emergency and disaster response and action should be expected to communicate and coordinate with a variety of governmental and non-governmental organizations to accomplish order restoration.
4. A major emergency may be declared if information indicates that such a condition is developing or is probable.

DEFINITION OF EMERGENCIES

Only the President of the University or their designee has the authority to declare an emergency/disaster and trigger these procedures. The following definitions of an emergency are provided as guidelines to assist officials of the University of Dubuque in determining the appropriate response:

LEVEL 1

A minor incident contained to a single area that will not adversely affect the overall functional capacity of the University. Can be contained using existing campus resources.

Some examples include:

1. Personal injuries
2. Medical problems
3. Thefts
4. Fire Alarms
5. Car accident in parking lot

A minor emergency should not require implementation of this plan. Level 1 events are dealt with by Facilities and Safety and Security on a daily basis using standard operating procedures. Additional resources may be required if there is an indication that a higher level of response is needed.

LEVEL 2

Any incident larger in scope and size, affecting many people, an entire floor, building, or property, and which will disrupt the operations of the university. Outside emergency services will probably be required, as well as major efforts from campus support services.

Major policy considerations and decisions will usually be required from university administration during times of crises.

Some examples include:

1. Fire
2. Bomb Threat
3. Chemical spill
4. Natural gas leak
5. Power failure in multiple buildings
6. Winter storm
7. Tornado warning

Situations such as these are normally handled by Campus Safety and Security, Facilities Management, and Environmental Safety, whom all have roles in these events and are responsible for the coordination of the overall response. However, off-campus emergency response sources such as the fire department may be required.

LEVEL 3

Defined as a campus-wide event that results in widespread damage and that overwhelms available resources and personnel. Such events may also involve external community-based situations that disrupt the operations of the University. In some cases, mass personnel casualties may be sustained. A coordinated effort of all campus-wide

resources is required to control such a situation effectively. Outside emergency services will be essential to the control effort.

Some examples include:

1. Explosion
2. Tornado
3. Flooding
4. Chemical spill

OVERVIEW OF COMMAND AND CONTROL

POLICY DIRECTORS

The University Policy Directors are the decision-making body on issues relating to an emergency. The Policy Directors will not respond to the scene nor will they manage the initial response to an incident. The Policy Directors are responsible for:

1. Determining the scope and impact of an incident and prioritizing emergency actions
2. Identifying impact to operations requiring continuity actions to be undertaken
3. Managing and directing the activities of departments that are involved in response and recovery
4. Disseminating timely, accurate and appropriate information through Public Information Officer (PIO) to University faculty, staff, students and news media
5. Coordinating with federal, state and local officials, military, private businesses and other institutions as appropriate

The Policy Directors are as follows:

1. President
2. Vice President for Academic Affairs
3. Vice President for Finance and Auxiliary Services
4. Vice President for Intercollegiate Athletics and Student Affairs
5. Vice President for Operations
6. Vice President for Advancement
7. Vice President for Enrollment Management
8. Associate Vice President for University Relations
9. General Counsel
10. Administrative Assistants (Record Keeping/Timeline)

EMERGENCY RESPONSE TEAM (ERT)

The Emergency Response Team shall serve in a direct support capacity to the Policy Directors. The ERT shall include, but is not necessarily limited to, the following individuals:

1. Director of Safety and Security (Chief Liaison to Policy Directors)
2. Smeltzer-Kelly Student Health Center
3. Director of Facilities Management
4. Director of Technology Services
5. Director of Public Information (PIO Officer)
6. Director of Student Guidelines/Housing
7. Director of Human Resources
8. Other support personnel as needed

It is anticipated that in most cases police, fire and ambulance personnel will be included as part of the ERT.

OPERATIONS SUPPORT GROUP (OSG)

In addition to the ERT, the Operations Support Group shall serve in a direct operational support capacity. The OSG personnel shall include, but is not necessarily limited to, the following individuals:

1. Human Resources representative
2. Finance representative

3. Purchasing representative
4. Smeltzer-Kelly Student Health Center representative (Counseling)
5. Office of Information Technology representative
6. Other additional staff as needed:
 - a. Campus Chaplain
 - b. Food Services
 - c. Athletic Director

INCIDENT COMMANDER

The Incident Commander (IC) is responsible for the Coordination of all on-campus emergency functions and the campus ERT. The Incident Commander, who shall normally be the Director of Safety and Security or designee, has the sole responsibility of and direct operational control of major campus emergencies. The IC may elect to appoint one of the ERT members to act as liaison between the ERT and the Policy Directors.

The University President is responsible for the overall direction of the campus emergency operations as outlined in this manual. The University President shall be the final authority and available for consultation in issues of conflict or great need.

COMMAND POSTS

When an emergency occurs or is imminent, it shall be the responsibility of Safety and Security to set up and staff an appropriate command post. In addition, regular Safety and Security facilities are to be kept operational at all times. Should the Safety and Security facility be uninhabitable an alternate site will be designated.

GENERAL COMMAND POST (GCP)

If an emergency involves a large part of campus, a General Command Post for the operations of the ERT and outside agencies shall be established by the Incident Commander. The GCP will be located in the Dispatch Center on the 1st floor of Smith Hall. Should this facility be uninhabitable, an alternate site will be designated. Adequate space within the GCP shall be necessary for primary operation, as well as staging, refreshment and rest area.

Should the Policy Directors be called to campus, their primary meeting place will be the Presidents Suite located in the Myers Building, Should this site be unavailable, they are to meet in Suite 306 in the Heritage Center.

The General Command Post is currently storm confident but not capable of sustaining independent electrical power. Currently the only building on the Dubuque Campus with a power generator is the Heritage Center. Should this location be without power, the site will need to be relocated to an area with internet access, multiple extra phone lines (forward 3333 #), computers, white boards, office supplies, etc.

Safety & Security will maintain the following items ready in the event that this facility is used for an emergency.

1. At least two independent Cell phones are available
2. Additional phone lines
3. Two-way radio operation is maintained with Motorola and Hytera radios with base station
4. University of Dubuque Disaster Response Plan
5. Current campus map

6. Tables, desks and chairs to accommodate ERT personnel and support staff
7. Building Floor plans for each building
8. First aid kit
9. Updated Chain of Command and Phone numbers
10. Individual Plans
 - a. Behavioral Crisis Management Plan Maintained and provided by Student Life
 - b. Food Service plan maintained and provided by Aladdin Food Service
 - c. Technology maintained and provided by Information Technology Dept.

The Safety & Security Department will have access to additional two-way radios if needed.

1. Custodial and Grounds radios are programmed for channel 1,
2. Maintenance-channel 3,
3. Security- channel 5,
4. Security radios can scan all channels.

SECONDARY COMMAND POST (SCP)

In some emergencies, more than one operational center may be created. These operational centers may be for maintenance, security, health or other resource gathering and dispensation. In the case of more than one operational center, the General Command Post (GCP) will be the center with the University of Dubuque official who is in overall command, the Incident Commander.

All other operational centers shall defer to the instructions and commands of the GCP.

A Secondary Command Center may be established at the Physical Plant. Other equipment and materials that should be in the Secondary Command Center:

1. Barricades and barricade tape
2. Portable stop signs
3. "Danger-Keep Away" signs / caution tape
4. Hard Hats
5. Safety Glasses
6. Dust Masks
7. High Visibility Vests
8. Emergency call-out names and phone numbers
9. Spare batteries for commercial radios, two-way radios and cellular phones
10. Emergency tools: Axes, sledge hammers, saws and power saws; general mechanical tool kit; electrical tools, including insulated gloves; plumbing tools; air conditioning repair tools; other tools as deemed necessary.

MEDIA CENTER

A media center may be established adjacent to the General Command Post in the case of a widespread campus incident or disaster. The Smith offices of 110 and 112 will be adapted as necessary to suite these needs.

EMERGENCY PREPAREDNESS AND TRAINING

The Director of Safety and Security shall conduct annual training to sufficiently prepare the campus community to deal with emergencies. This training will include work such as a tabletop exercise or other appropriate training.

Preparedness and training for emergency media communications procedures will be conducted under the direction of the Office of the President. Documentation of the most recent training exercises will be maintained for 5 years.

INCIDENT MANAGEMENT (ICS)

All emergencies will be managed in accordance with the National Incident Management System's (NIMS) Incident Command System (ICS).

The ICS should be used on every Level 2 and Level 3 incident. The ICS is a management tool, which maximizes the efforts of available resources and provides a common framework under which different agencies can function effectively.

Dubuque Fire and Police both operate under the Incident Command System and UD employees could be paired with City of Dubuque counterparts to assist with management of the incident.

ICS operates under the direction of one Incident Commander.

COMMAND PERSONNEL

In some circumstances, the functional responsibilities of several command officers may be vested in single individuals performing multiple roles. Roles develop as the emergency progresses. The assignments are based on personnel and the size and scope of the incident.

An effort will be made to have a list of persons assigned at the Command Post.

INCIDENT COMMANDER (IC)

The Incident Commander manages the incident and develops strategic decisions. There must be an IC at every incident.

SAFETY OFFICER

The Safety Officer ensures safe working conditions for personnel and notifies the IC of unsafe conditions.

COMMUNICATIONS OFFICER

The Communications Officer is responsible for providing the equipment and support for telephones, email, two-way radios, pagers, cellular phones, and messenger services, as well as any other means of communications needed. The Communications Officer also provides communications services with off-campus responders.

PUBLIC INFORMATION OFFICER

The Public Information Officer is responsible for controlling the location of media personnel and for the release of timely and accurate information to the media.

LIAISON OFFICER

The Liaison Officer coordinates the involvement of multiple agencies by identifying representatives of each agency and notifying them of their assigned tasks.

STAGING OFFICER

The Staging Officer maintains the staging area for incoming resources until directed to release them to a given assignment.

OPERATIONS OFFICER

The Operations Officer directs the prime tactical activities. In small incidents, the IC may manage the operations section. In larger incidents, the IC will appoint an Operations Officer to oversee the operations section.

LOGISTICS OFFICER

The Logistics Officer provides services, facilities and materials for the incident.

FINANCE OFFICER

The Finance Officer is responsible for tracking all incident costs and evaluating financial considerations of the incident, and monitors the status of resources used or needed.

EMERGENCY RESPONSE TEAM (ERT) DUTIES

EMERGENCY RESPONSE TEAM (ERT)

The ERT, as requested by the Policy Directors, shall assist in the implementation of strategies developed to mitigate the effects of the emergency of disaster.

Ideally, all ERT members and policy directors should be familiar with the ICS and the National Incident Management System (NIMS).

DIRECTOR OF SAFETY AND SECURITY

The Director of Safety and Security shall normally serve as the Incident Commander and is responsible for the overall coordination of the University's emergency response.

1. Determines the type and magnitude of the emergency.
2. Establishes appropriate command post
3. Initiates immediate contact with the President or designee.
4. Notifies and utilizes personnel, outside law enforcement if necessary and/or other available resources as necessary.
5. Notifies the members of the ERT and advises them of the nature of the emergency.
6. Notifies and conducts liaison actions with outside agencies such as law enforcement, fire department and disaster/emergency services personnel.
7. Ensures that appropriate notification is made to off-campus staff if necessary.
8. Prepares and submits a report to the President, apprising the final outcome of the emergency.
9. Shall conduct annual training to sufficiently prepare the campus community to deal with emergency situations. This training will include work such as a tabletop exercise or other appropriate training.

DIRECTOR OF FACILITIES

The Director of Facilities is responsible for providing equipment and personnel in order to perform shutdown procedures, hazardous area control, barricades, damage assessment, debris clearance, emergency repairs, and equipment protection.

1. Provides vehicles, equipment, and operators for movement of personnel and supplies.
2. Assigns vehicles as required to the Emergency Response Team as needed.
3. Obtains assistance from utilities companies as required for emergency operations.
4. Furnishes emergency power and lighting systems as required.
5. Surveys habitable space relocates essential services and functions
6. Provides portable emergency generators and fuel supply during actual emergency or disaster
7. periods
8. Provides for storage of vital records at an alternate site and coordinates with building and area supervisors as liaison and for necessary support

SMELTZER-KELLY STUDENT HEALTH CENTER

The Smeltzer Kelly Student Health Center is responsible for the coordination of healthcare and delivery of emergency medical services on the University campus.

1. Coordinates treatment and triage of casualties with responding Emergency Medical Services.
2. Provides and coordinates care of delayed and non-urgent tagged casualties on campus property

3. Directs and coordinates care provided by healthcare providers and allied health providers, including nursing instructors, nursing students, athletic trainers, athletic training students, and recreational sports personnel trained in first aid
4. Acts as a resource for medical and health concerns on campus

DIRECTOR OF INFORMATION TECHNOLOGIES

1. Provides the expertise and personnel necessary to maintain or establish telephone and/or emergency communications services
2. Provides for the security and protection of computer and information systems
3. Provides for temporary computer and information services which may be necessary to facilitate business procedures related to emergency purchases, personnel services and accounting
4. Maintains liaison with Dubuque County Emergency Management Agency for telecommunications support if necessary

RESIDENTIAL AND STUDENT LIFE

Will assist in the dissemination of all emergency information and directives intended for on- campus students

1. May provide temporary or alternate housing and food service facilities for on-campus students affected by the disaster or emergency
2. May provide temporary housing and food service for off-campus students who have been directed to remain on campus or who are unable to leave campus
3. May provide for temporary housing and food service for emergency response personnel and University staff directed to remain on campus for extended periods.
4. May provide for temporary housing, food, water or other resources necessary as indicated by the disaster or emergency
5. Resident Directors and Area Coordinators will work closely with the VP for Student Life or designee to provide housing for students.

STUDENT ENGAGEMENT

Assists in the dissemination of all emergency information and directives for off-campus

Students:

1. Coordinates emergency communication between students and family members who are trying to contact one another.
2. May coordinate with Residential Life temporary housing and food service for off-campus students who have been directed to remain on campus or who are unable to leave campus or who have no alternative housing.
3. Assists in the support needs of students as needed.

ENVIRONMENTAL SAFETY

1. Coordinates with other ERT members as necessary
2. Ensures that rescue and clean-up operations are conducted as safely as possible to minimize the risk of injury to rescue and cleanup personnel, as well as to prevent further injury to victims.
3. Coordinates rescue and cleanup operations to conform to applicable safety, health and environmental regulations.

4. Coordinates with applicable faculty and staff regarding chemical, biological, radiological, or other hazardous materials to ensure a safe and successful cleanup and disposal.

RISK MANAGER

1. Coordinates and supervises the activities of outside regulatory, investigative or insurance-related agencies
2. Initiates the request for spending authority necessary for emergency operations
3. Obtains all available funding provided for cleanup and recovery expenses
4. Provides an accounting summary of financial impact of emergency response, cleanup and recovery

DIRECTOR OF PUBLIC INFORMATION

The responsibility of the Director of Public Information is to ensure that all departments and appropriate staff are informed of the proper media procedures. Effective response will also depend on the following:

1. Clear definition of the roles and responsibilities of individual staff members and departments.
2. Effective utilization of available resources, both internal and external.
3. Carefully planned communications with all interested parties.
4. Timely response to media requests.

ASSOCIATE VICE PRESIDENT OF UNIVERSITY RELATIONS

The Associate Vice President for University Relations is the only person outside the Office of the President authorized to speak for the university. All media calls should be referred to this Associate Vice-President.

1. Coordinates posting of emergency messages with University Relations staff on official University of Dubuque appropriate social media channels.
2. Monitors and responds in a timely manner to questions and comments on official University social media platforms.
3. Coordinates emergency messages through UD Alert system if applicable.
4. Assists with coordination and updating of the University website as needed.

**DUTIES AND RESPONSIBILITIES OF
OPERATIONS
SUPPORT GROUP**

DUTIES AND RESPONSIBILITIES OF OPERATIONS SUPPORT GROUP

All individuals identified as having OSG responsibilities shall have the duty to assist the ERT in providing the resources necessary to mitigate the effects of an emergency or disaster on the University Campus. The OSG will maintain in a state of readiness the resources under their direction and control until called upon by the ERT to assist in emergency response operations.

UNIVERSITY STAFF DUTIES AND RESPONSIBILITIES

Each department head may appoint a specific person as Building Captain. Each Building Captain shall act as a safety officer for every campus building/location within their supervision and has the following general responsibilities prior to and during any emergency:

PREPAREDNESS

1. Building evacuation: Information is to be distributed to all employees with follow-up discussions, on-the-job training, or additional explanation as required.
2. Employee training: Time is to be allowed for training employees in evacuation procedures.
3. Safety hazards: Report all recognized building safety hazards to the Safety and Security Department.
4. A red University of Dubuque Emergency Procedures Guide is located in every classroom and contains the following information:
 - a. Evacuation Procedures:
 - i. Designation of evacuation assembly area.
 - ii. Floor plan with exit locations and Evacuation routes.
 - iii. Severe weather shelter areas.
 - b. Emergency Reporting procedures
 - c. Emergency First-aid information
5. Emergency Equipment locations (red bag) located in classroom podiums:
 - a. First-Aid kits
 - b. AED's
6. Listing of building and facility permanent personnel

EMERGENCY RESPONSE

1. Report all emergencies to Safety and Security at 563-589-3333 or 911.
2. Inform all employees under his/her direction of the emergency.
3. Evaluate the impact of the emergency and take appropriate action.
4. Maintain emergency telephone communications with officials from within the affected building or from an alternate site if necessary.

FACULTY AND STAFF SUPERVISORS

1. Educate students and employees concerning university emergency procedures as well as evacuation procedures for their building or activity.
2. Inform students and staff of an emergency and initiate emergency procedures as prescribed in their respective building emergency procedure flip guide.

3. Evaluate their assigned building facility or activity in order to determine the impact of a fire, tornado, or other disaster may have on their facility.
4. Report all safety hazards to the University Safety and Security Department.
5. **IMPORTANT-** Inform all students, staff and faculty to follow the building evacuation guidelines during any emergency and to report to the appropriate evacuation assembly area.

EMPLOYEES

1. Be aware of the University safety policies, procedures, and guidelines found in the staff handbook.
2. Follow safe working procedures at all times. Report any unsafe conditions, emergency and hazardous situations to the Safety and Security Department immediately.
3. Follow special instructions in emergency or disaster conditions.
4. Evacuate the campus when advised or instructed.
5. Return to campus when notified by university personnel, public announcement, and social media.

EMERGENCY RESPONSE TEAM NOTIFICATION PROCEDURES

The telephone is the primary means of emergency notification at the University of Dubuque. This system is intended for the immediate transmission of specific information regarding an emergency to all affected areas of campus. This Notification Procedure will rely primarily upon the telephone system to contact all members of the ERT. The ERT will then contact the appropriate support staff as needed. In the event the University telephone system is out of service, cell phones, two-way radios, and messenger systems will be utilized by the Incident Commander as the means of notifying ERT personnel.

INITIAL RESPONSE

All emergencies on the University campus shall be reported immediately to Campus Safety and Security at 563-589-3333 or to Dubuque County Emergency at 911. Immediately upon receiving notification of a reported campus emergency, Campus Safety and Security shall have the responsibility of initiating the following chronology of events:

1. A security officer shall be dispatched to the scene to confirm the emergency or disaster situation.
2. Campus Safety and Security shall request the assistance from the fire department or emergency services personnel.
3. Immediately contact the Director of Security or the next highest-ranking official.
4. The Director of Security (or highest-ranking official) shall immediately contact at least one of the Policy Directors in the following order:
 - a. President
 - b. Vice President for Operations
 - c. Vice President for Academic Affairs
 - d. Vice President for Student Life and Intercollegiate Athletics
 - e. Associate Vice President for Finance and Administration
 - f. Associate Vice President for University Relations
 - g. General Counsel

ASSIGNMENT OF EMERGENCY STATUS

When the university declaration of state of emergency is exercised, decisions will be made to determine activity and access levels for students, faculty, staff, and others. When a determination is made to restrict the campus, those without authorization under the emergency declaration are denied access to private property and/or safety hazard concerns and will be asked not to enter the campus/area or to leave if necessary. Those individuals refusing to leave shall be notified that they are trespassing and local law enforcement officials may be contacted to enforce the ban.

In addition, during an emergency, only those faculty and staff members who have been assigned emergency response team duties or issued an authorization will be allowed to enter the immediate disaster site.

NOTE: After a fire within a building, entry is restricted by Fire and Safety & Security officials for personal safety as well as to safeguard salvageable materials.

ACTIVATION OF EMERGENCY RESPONSE TEAM

The University Emergency Response team is activated upon the direct order of the Safety and Security Director or other highest-ranking University official available. The Security dispatch will contact all ERT members and provide them with the appropriate instructions for reporting to the GCP as directed by the Incident Commander. Campus telephone, home, and cellular telephone numbers for all ERT personnel are listed in Appendix A. The universal telephone connection for immediate response by the local police, fire department, or paramedics is 911.

Appendix A lists all available telephone numbers for Policy Directors and ERT personnel as well as their alternates.

NOTE: To ensure the privacy of these personnel Appendix A will not appear in the UD Emergency Response Manual for public or campus-wide distribution but will be available to all Policy Directors and ERT personnel. Only the names and titles of the Policy Directors and ERT personnel will be published for public or campus-wide distribution.

EMERGENCY PROCEDURES GUIDE

(Similar to Flip Charts)

EMERGENCY PROCEDURES GUIDE

The following sections contain the recommended procedures to be followed during specific types of emergencies. Always follow the procedures in sequence unless conditions dictate otherwise.

REPORTING EMERGENCIES

Information on reporting emergencies shall be made available at each office/location at the University as part of the information and procedures included in each Building Emergency Procedures guide located in every classroom and office suite and shall be readily accessible to all personnel in each building/location.

CAMPUS SAFETY AND SECURITY NUMBERS

From campus telephones x3333

From all other telephones, 563-589-3333

CITY OF DUBUQUE EMERGENCY 911

When calling, stay calm and carefully explain the problem and location to the Dispatcher.

DO NOT HANG UP UNTIL TOLD TO DO SO.

It is required that evacuation and assembly point information be posted on each building floor. Building evacuation information is posted in the Emergency Procedure Guide.

All building/location personnel must proceed to the assembly point upon evacuation. Personnel must remain at that location and assist in accounting for all building occupants until released by the Building Safety Officer, Safety and Security Officer or designee.

ACTIVATION OF EMERGENCY NOTIFICATION (UD ALERT System)

If it is established that a threat to campus safety exists, an evaluation of the size and scope of the situation will be made which may activate the Emergency Notification Procedures for a UD ALERT.

UD ALERT PROCESS

The primary notification system for the University of Dubuque is the RAVE Mobile Safety program utilized by the Safety & Security Department.

In the event of an emergency, Campus Safety and Security will use the UD Alert system to notify the campus community via email, text message, and phone to relay the information. Alerts will also go out via social media and the University website. It is strongly recommended that all members of the campus community keep their contact information up to date through Student accounts or employees should contact Human Resources.

Campus Safety and Security will attempt to identify affected groups and, based on the circumstances, warn them of the potential danger. These groups will be instructed to secure in place or to escape harm's way until further instructions can be given.

EVACUATION PROCEDURES

There are two types of evacuations: area-to-area evacuation and mass evacuation. Most threats would require an area-to-area evacuation rather than a large-scale mass evacuation. Factors such as magnitude, intensity, spread of onset, and duration of the emergency will determine the type of evacuation required.

CAMPUS EVACUATION

1. Evacuation notice of all or part of the campus will be announced by Safety and Security.
All persons (student and staff) are to immediately vacate the site in question and relocate to another part of the campus as directed.
2. Building Evacuation
 - a. All building evacuations will occur when an alarm sounds and/or upon notification by Safety and Security, Building Safety Officer, or designees.
 - b. When a fire alarm is activated during an emergency, leave by the nearest marked exit and alert others to do the same.
 - c. **DO NOT USE THE ELEVATORS IN CASES OF FIRE AND/OR EARTHQUAKE.**
 - d. Handicap evacuation will be pre-planned for each building.
 - e. Once outside, proceed to the building's designated evacuation assembly point at least 200 feet away from the affected building.
 - f. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel.
 - g. Do not return to an evacuated building unless told to do so by a designated University official. Report to your pre-designated assembly point. Stay there until an accurate headcount has been taken. The Building Safety Officer will take attendance and assist in accounting of all building occupants.
3. Campus Mass Evacuation
 - a. Notified to do so by Safety and Security, First responders or by UD Alert.
 - b. Be aware what zone you are located in – refer to Appendix A to locate your zone and advised route to exit campus most efficiently.
 - c. **DO NOT** return to the evacuated areas until an all clear message is given and you are directed to do so via the emergency notification methods.

PERSONS WITH DISABILITIES DURING BUILDING EVACUATIONS (INCLUDING ACTIVE FIRE ALARMS)

Faculty and staff should develop a plan of action if they are aware that they work with a student or employee who has mobility, visual, hearing, or other inhibiting limitations. Ultimately, the person with a disability is responsible for their own safety in an emergency, but it is important that staff and classroom instructors play a role in assisting them during an evacuation. If there is no safe means of evacuation for disabled persons from any given location or you need assistance in developing a plan, contact the Director of Learning Support Services.

FIRE

In all cases of fire, Safety and Security must be notified immediately.

1. Know the location of fire extinguishers, fire exits, and alarm systems in your area and know how to use them. Training and information are available through the Campus Safety and Security Department.

2. If a minor fire appears controllable, and ONLY IF YOU HAVE BEEN TRAINED IN THE USE OF A FIRE EXTINGUISHER, promptly direct the discharge of the fire extinguisher toward the base of the fire.
3. If a fire exists, activate the fire alarm and evacuate all rooms, closing all doors to confine the fire and reduce oxygen.
4. Call Emergency Services at 911. Contact the Safety and Security Department at 563-589-3333.
5. DO NOT USE THE ELEVATORS IN CASES OF FIRE AND/OR EARTHQUAKE.
6. Walk quickly to the nearest exit and alert others to do the same.
7. In case of heavy smoke, stay near the floor where the air will be less toxic.
8. Once outside, move to the building's designated evacuation assembly point at least 200 feet away from the affected building.
9. Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.
10. If requested, assist emergency crews as necessary.
11. A Field Command Post may be set up near the emergency site. Keep clear of the Command Post unless you have official business.
12. Do not return to an evacuated building unless told to do so by a designated University official. Report to your designated building evacuation assembly point. Stay there until an accurate headcount has been taken. The Building Safety Officer will take attendance and assist in accounting for all building occupants

NOTE: If you become trapped in a building during a fire and a window is available, place an article of clothing (shirt, coat, etc.) outside the window as a marker for rescue crews. If there is no window, stay near the floor where the air is less toxic. Shout at regular intervals to alert emergency crews of your location. DO NOT PANIC!

SEVERE WEATHER

IN CASE OF SEVERE WEATHER

When emergency warning sirens sound, it is YOUR responsibility to get to shelter. In addition to emergency sirens, and weather radios located around campus, Safety and Security may use phone, text, and email through the UD ALERT system to announce the warning.

When emergency sirens are sounded, all persons should immediately seek shelter in the nearest strong building. When practical, go to the designated areas of building basements or lower floors. In all other situations, go to building internal hallways. Auditoriums, gymnasiums and similar large rooms with wide roofs should be avoided. Stay away from all windows and exterior doors.

TORNADO WATCH

A watch is issued when the potential exists for the development of severe thunderstorms or tornadoes. The National Weather Service will issue a watch bulletin to authorities as well as to local radio and TV stations.

TORNADO WARNING

A warning is issued when a severe thunderstorm has developed and has either produced a tornado or conditions are conducive to tornado development. Should a tornado sighting occur, the Dubuque County emergency warning sirens will be activated. The warning will be signaled by a continuous sounding of emergency sirens. Security staff should notify the County EOC (Emergency Operations Center) to report any storm related damage to the campus. This type of damage would include hail, trees down, building damage, roof damage, power line damage etc. The notification number would be 563-589-4424.

WINTER WEATHER

Winter storms can range from freezing rain and/or moderate snow over the course of a few hours to blizzard conditions. When listening to winter weather reports, it is important to be familiar with the terms used.

WINTER STORM WATCH – A watch is issued by the National Weather Service when there is a potential for heavy snow or significant ice accumulations and is usually issued 12 to 48 hours before the storm’s arrival in the area.

WINTER STORM WARNING – A warning is issued when a hazardous winter weather event is occurring, is imminent, or has a very high probability of occurrence. A warning is given for conditions posing a threat to life or property.

INCLEMENT WEATHER POLICY

Inclement weather can sometimes make it necessary to delay the start of classes, cancel classes, or close the University campus to ensure the safety of students, faculty, and staff. The Office of the President, in consultation with appropriate University administrators, makes the decision as soon as possible to delay the start of classes, cancel classes, or close the campus.

In general, the following timelines will apply:

1. A preliminary announcement will be posted on University of Dubuque communication sources regarding any planned changes in operations for the following day.
2. If an early campus delay or cancellation is anticipated, a preliminary announcement will be made by noon on the day of the closure.

If there is a delayed start, the first classes of the day will be those immediately following the delayed start time. When the campus is closed, only essential personnel should report to work.

When inclement weather is upon us, there are a number of ways you can learn about University of Dubuque delays and cancellations. To provide you with the most accurate, up-to-date information, we recommend checking your University of Dubuque email first for delay and cancellation information.

UNIVERSITY OF DUBUQUE SOURCES

The following University of Dubuque alert notifications will be updated with delay or cancellation information:

1. Campus Security will send email and text notifications to students, faculty, and staff
2. An announcement will be posted on UD’s website homepage at www.dbq.edu

3. An announcement will be posted on the Campus Portal homepage at www.dbq.edu/campusportal/index.cfm
4. An announcement will be shared on UD's social media platforms including Twitter (@UDubuque) and Facebook (@UDubuque)

Students, faculty, and staff will receive an email to the email address on file.

NOTE: To receive email directly from the University of Dubuque, you must be in UD's information system as a student, faculty, or staff member.

Faculty and staff should make individual decisions regarding the wisdom of commuting under severe weather conditions. Faculty members are expected to provide reasonable accommodations to students who are unable to attend class due to severe weather conditions.

MEDIA SOURCES

In addition to the University of Dubuque sources, the following media outlets are notified of delay and cancellation information:

Radio Stations

1. Townsquare Media: WJOD 103.3, WDBQ 107.5, WDBQ 1490-AM, Eagle 102.3, Y105
2. Queen B: Super Hits 106.1, Xtreme 107.1, 97.7 Country WGLR
3. Radio Dubuque: 92.9 KAT FM, 97.3 The Rock, 101.1 The River

Television Stations

1. KCRG - Cedar Rapids, IA (ABC, Channel 9)
2. KWWL - Waterloo, IA (NBC, Channel 7)
3. KGAN - Cedar Rapids, IA (CBS, Channel 2)
4. KFXA - Fox News (FOX, Channels 28/40)

Newspapers

1. Telegraph Herald – Dubuque, IA (www.telegraphherald.com)
2. The Gazette-Cedar Rapids, IA (LIFE-Cedar Rapids only)

Delay and cancellation information will be shared with LIFE – Meridian and LIFE – Tempe via email and on UD's website at www.dbq.edu.

ARMED SUBJECTS/ACTIVE SHOOTER SITUATIONS

An active shooter is a person who appears to be actively engaged in killing or attempting to kill people in a populated area. In most cases, active shooters use firearms and there is no pattern or method to their selection of victims. These situations are dynamic and evolve rapidly, demanding immediate deployment of law enforcement resources to stop the shooting and mitigate harm to innocent victims. This document provides guidance to faculty, staff, and students who may be caught in an active shooter situation and describes what to expect from responding police officers.

In general, your response to an active shooter will be dictated by the specific circumstances of the encounter, bearing in mind there could be more than one shooter involved in the same situation. If caught in an active shooter situation, try to remain calm and use the following guidelines to help plan a strategy for survival.

1. IF AN ACTIVE SHOOTER IS IN THE BUILDING

- a. If possible, RUN to the nearest exit and out of the building.
 - i. Have an escape route and plan in mind.
 - ii. Call 911 when safe to do so.
- b. If you cannot leave the building, find a place to HIDE where the active shooter is less likely to find you.
 - i. Close and lock all windows and doors.
 - ii. Turn off all lights. Silence phones.
 - iii. Get everyone down on the floor.
 - iv. Ensure no one is visible from outside the room. Stay away from windows-hide behind large items,(i.e., cabinets, desks, tables).
 - v. Have one person call 911 or 563-589-3333 and advise the dispatcher of what is happening and the location.
 - vi. Remain in place until the police, or a known campus administrator, gives the all clear. Do not respond to any voice commands until you can verify with certainty that they are being issued by a police officer.
 - vii. Barricade the door with furniture
- c. If your room cannot be locked, determine if there is a nearby room that you can move to safely and that can be locked (see instructions above).

2. IF AN ACTIVE SHOOTER ENTERS YOUR OFFICE OR CLASSROOM

- a. Try to remain calm.
- b. If possible, call 911 or 563-589-3333 and report your location.
- c. If you can't speak, leave the line open so the dispatcher can hear what is taking place. Normally, the location of the call can be determined.
- d. As a last resort, and you feel your life is in imminent danger, prepare to FIGHT.
- e. Attempt to disrupt and/or incapacitate the active shooter by any means possible.
 - i. Throwing anything at the shooter (i.e., water bottles, books ,backpacks, chairs, coffee cups)
 - ii. Improvising weapons using items in the room- scissors, fire extinguisher, random tools)

3. IF AN ACTIVE SHOOTER LEAVES THE AREA

- a. Do not touch anything that was in the vicinity of the shooter.
- b. Do not attempt to remove injured people. Leave victims in place and notify authorities of their location as soon as possible.
- c. Move quickly. Keep your hands visible. Follow the instructions of any police officers encountered.
- d. Do not leave campus until advised it is safe to do so by police or campus administrators.

4. WHAT TO EXPECT FROM RESPONDING POLICE OFFICERS

Police officers responding to an active shooter are trained to proceed immediately to the area in which shots were last heard. Their purpose is to stop the shooting as quickly as possible.

- a. The first responding officers will normally be in teams of four.
- b. The officers may be dressed in regular patrol uniforms, or they may be wearing external bulletproof vests, Kevlar helmets, and other tactical equipment.
- c. The officers may be armed with rifles, shotguns or handguns, and might be using pepper spray or tear gas to control the situation.
- d. Remain calm and do as the officers tell you.
- e. Put down any bags or packages you may be carrying and keep your hands visible at all times.
- f. If you know the location of the shooter, tell the officers.
- g. The first officers to arrive will not stop to aid injured people. Rescue teams will follow the first officers into secured areas to treat and remove injured persons.
- h. Remember that the entire area is still a crime scene. Police will usually not let anyone leave until the situation is fully under control and all witnesses have been identified and questioned.
- i. Remain at whatever assembly point authorities have designated until you are released.

BOMB THREAT

1. IF YOU OBSERVE A SUSPICIOUS OBJECT OR POTENTIAL BOMB
 - a. DO NOT HANDLE THE OBJECT.
 - b. Clear the area immediately.
 - c. DO NOT USE CELL PHONE OR TWO-WAY RADIO. These devices may trigger an explosive device.
 - d. Call Dubuque Police at 911. The use of all cellular devices, data transmitting devices, or radio communication should not be utilized within 500 feet of a suspected device until deemed safe by emergency personnel.
2. IF YOU RECEIVE A BOMB THREAT OVER THE PHONE, keep talking to the caller as long as possible.
 - a. Ask the caller the following questions:
 - i. When is the bomb going to explode?
 - ii. How many bombs are there?
 - iii. Where is the bomb located?
 - iv. What does it look like?
 - v. How will it be set off?
 - vi. How will it be defused?
 - vii. Why did you place the bomb?
 - b. Record the following information:
 - i. Time of call
 - ii. Age and sex of caller
 - iii. Speech pattern, accent, ethnicity, etc.
 - iv. Emotional state of caller
 - v. Background noise

3. EVACUATE THE AREA

- a. Make a cursory inspection of the area for suspicious objects, and report the location to Campus Safety and Security. Officers will conduct a detailed bomb search.
 - b. DO NOT TOUCH THE OBJECT.
 - c. DO NOT OPEN DRAWERS, CABINETS.
 - d. DO NOT TURN LIGHTS OFF AND ON.
 - e. Remember that elevators are for emergency services personnel only.
4. Once outside, move to the building's designated evacuation assembly point at least 200 feet away from the affected building(s).
 5. Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.
 6. If requested, assist emergency crews as necessary.

Do not return to an evacuated building unless told to do so by a designated University official. Report to your designated evacuation assembly point. Stay there until an accurate headcount has been taken. The Building Safety Officer will take attendance and assist in the accounting of all building occupants.

CIVIL DISTURBANCE OR DEMONSTRATION

PEACEFUL, NON-OBSTRUCTIVE DEMONSTRATIONS

Most campus demonstrations, such as meetings, marches, picketing, and rallies, are peaceful and non-obstructive and should not be obstructed or provoked. Efforts should be made to conduct University business as normally as possible. A student demonstration should not be disrupted unless one or more of the following conditions exists:

1. Interference with the normal operations of the University
2. Prevention of access to offices, buildings, or other University facilities
3. Threat of physical harm to persons or damage to University facilities
4. If demonstrators are asked to leave but refuse to do so by the regular facility closing time: Determination will be made to treat the violation of regular closing hours as a disruptive demonstration (see below).

If any of these conditions exist, Campus Safety and Security should be notified and will be responsible for contacting and informing the President and the Vice President for Student Life or designee.

NON-VIOLENT, DISRUPTION DEMONSTRATIONS

In the event a demonstration blocks access to university facilities or interferes with the operation of the University in violation of the University Standards, Code of Student Conduct:

1. The Vice President for Student Life or designee will go to the area and ask the demonstrators to disperse, or to discontinue the disruptive activities.
2. The Vice President for Student Life or designee may ask key university personnel and student leaders to go to the area and assist in persuading the demonstrators to desist and disperse.
3. If the demonstrators persist in the disruptive activity, they will be apprised that failure to discontinue the specified action within a determined length of time may result in disciplinary action including suspension or expulsion or possible intervention by civil authorities.
4. The Vice President for Student Life or designee, after consultation with the

President and Director of Safety and Security, will determine the need for intervention by Campus Safety and Security Safety and Dubuque Police.

5. If a determination is made to seek an intervention by Campus Safety and Security Safety, the demonstrators should be so informed. Upon arrival of Campus Safety and Security Safety and/or other law enforcement personnel under the direction and supervision of the Director of Safety and Security, demonstrators remaining in the area will be warned of the intention to arrest. To facilitate any action by Campus Safety and Security Safety, assistance may be obtained from City of Dubuque, and/or Dubuque County authorities. All personnel acting in any such facilitative capacity shall be under the direction of the Director of Director of Safety and Security.
6. Efforts should be made to obtain positive identification of demonstrators in violation in order to facilitate later testimony, including photographs and/or videotaping if deemed advisable.

VIOLENT, DISRUPTIVE DEMONSTRATIONS

In the event that a violent demonstration in which injury to persons or destruction of property occurs or appears imminent, the Director of Safety and Security will notify the President, Vice-President for Academic Affairs, and the Vice President for Student Life. After this initial notification, the UD Alert Emergency Notification System may be activated at the direction of the President.

1. During Business Hours:

- a. In coordination with the President or Vice President for Student Affairs, Campus Safety and Security will contact outside law enforcement for assistance if necessary.
- b. The President, in consultation with the Vice President for Academic Affairs, Vice President for Student Life, and the Director of Safety and Security, will determine the possible need for intervention.
- c. Campus Safety and Security will maintain communications with the President and Vice President for Student Affairs or designee and University Relations throughout the demonstration.

2. After Business Hours:

- a. Campus Safety and Security will investigate the disruption and notify the President, Vice President for Academic Affairs, and the Vice President for Student Affairs.
- b. The Vice President for Student Affairs will:
 - i. Report the circumstances to the President
 - ii. Notify key administrators and, if appropriate, the Building Coordinator responsible for the building/location
 - iii. Notify University Relations
- c. The Director of Campus Safety and Security, after consultation with the President or Vice President for Student Affairs will request additional assistance as necessary.

NOTE: Campus Safety and Security will call for additional law enforcement assistance without counsel from others if it is deemed to be critical to the safety of the persons involved.

DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION

(University President or designee)

“This assembly and the conduct of each participant are seriously disrupting the operations of the University. You have previously been called upon to disperse and terminate this demonstration. (You have been given the

opportunity to discuss your grievances in the manner appropriate to the University.) Accordingly, you are directed to terminate this demonstration. If you have not done so within 15 minutes I will, under the authority of the Board of Trustees, take whatever measures are necessary to restore order – including calling for police assistance. Any student who continues to participate in this demonstration is subject to possible arrest and will also be subject to suspension.”

DIRECTIVE TO IMMEDIATELY TERMINATE DEMONSTRATION WITH ASSISTANCE OF POLICE
(University President or designee)

“You have previously been directed to terminate this demonstration and you have been put on notice as to the consequences of your failures to do so. Dubuque Police will now be called to assist in dispersing this assembly. Those who fail to leave immediately will be subject to arrest.”

ILLNESS OR FOOD BORNE PATHOGENS

The following procedure will be followed in the event that the campus experiences illness and/or communicable diseases with potential for an epidemic (anthrax, measles, German measles, mumps, meningococcal meningitis, smallpox, etc.)

1. Identify the disease or illness in one or more individuals.
2. Notify the Vice President for Student Affairs.
Nelson Edmonds - 563-589-3867
For students contact the following for medical information:
Smeltzer-Kelly Student Health Center 563-589-3360
3. Notify the Director of Human Resources
Julie MacTaggart- 563-589-3619
4. Notify Dubuque City Health Department and Iowa State Health Department Immunization Division to begin investigation and facilitate immunization clinic on campus if applicable.
Mary Rose Corrigan – 563-589-4181
5. Notify Unity Point/Finley for treatment and consultation.
Finley Business Health – 563-585-1290
6. Notify Associate President for University Relations Tom Hogan.589-3505
7. Notify the University President.
Dr. Jeffrey Bullock – 563-589-3224 Cell Phone- 563-580-1147
8. Notify Director of Housing Operations for isolation arrangements in the residence halls and procurement of isolation sick trays from Aladdin to sick students.
Olivia Lennon – 563-589-3438
9. Notify the Director of Facilities for infection control measures.
Craig Kloft – 563-589-3251 or 563-599-7882
10. Notify Aladdin Food Service Director for specific isolation diets for infected students on meal plan.
Andrew Mettert – 563-589-3137 or 3138
11. Post notices in key areas on campus informing students and employees of communicable disease with potential for an epidemic. Deliver similar message on campus wide phone mail system and e-mail.
12. Worker’s Compensation authorities should be notified of any employee deaths or serious injuries. Any contacts with OSHA, our insurance carrier, or legal counsel, if deemed appropriate, will only be made by the Vice President for Finance and Auxiliary Services or their designee.

For pandemic situations, refer to the separate University of Dubuque Pandemic Response Plan.

MEDICAL EMERGENCY

1. In case of injury or illness, immediately call 911 or 563-589-3333.
 - a. Give your name.
 - b. Describe the nature and severity of the medical problem.
 - c. Give the location of the victim.
2. In case of serious injury or illness, TRAINED PERSONNEL ONLY should perform the following:
 - a. Keep the victim still and comfortable. DO NOT MOVE THE VICTIM.
 - b. Ask the victim, “Are you OK?” and “What is wrong?”
 - c. Check breathing and give artificial respiration if necessary.
 - d. Control serious bleeding by direct pressure on the wound.
 - e. Continue to assist the victim until help arrives.
 - f. Look for emergency medical I.D., question witnesses, and give all information to
 - g. emergency medical responders.

All UD employees trained as emergency first aid responders should utilize the appropriate personal protective equipment to protect themselves against the spread of infectious diseases (e.g., Hepatitis B, Corona viruses, HIV), or other blood borne pathogens.

PSYCHOLOGICAL CRISIS

A psychological crisis exists when an individual is threatening to harm themselves or others, or is out of touch with reality due to a severe drug reaction or psychotic episode. A psychotic episode may be manifested by hallucinations or uncontrollable and/or unusual behavior.

IF A PSYCHOLOGICAL CRISIS OCCURS

1. Never try to handle the situation on your own.
2. Call 911 or 563-589-3333 to notify Campus Safety and Security of the situation.
 - a. Give your name.
 - b. Describe the nature and severity of the problem.
 - c. Give the location of the victim.

FAMILY ASSISTANCE CALL CENTER

In the event of a major emergency or disaster, it may be necessary to establish a Family Assistance Call Center (FACC). The purpose of the FACC is to assist with the sharing of available information to persons inquiring about family and friends during an event. It is also designed to divert calls made to the University Safety and Security Dispatch.

The Director of Safety and Security or designee will be responsible for establishing and activating the FACC.

The FACC Coordinator will be the Vice President for Student Affairs or designee. The Coordinator will be responsible for staffing the FACC with volunteers from the University community. The Coordinator with

assistance from Campus Ministry will be responsible for designing a brief training document to assist in handling the types of calls that are received.

The FACC will be housed in the Admissions Call Center located in the Myers Building. In the event this area is unavailable, the alternate site will be the Student Engagement Office suite in the Heritage Center.

ON/OFF-CAMPUS SOURCES OF ASSISTANCE DURING EMERGENCIES

This section of the Emergency Preparedness/Response Plan identifies the on and off-campus resources available to provide assistance to the ERT. Although a wide range of services and resources have been identified, the list should not be considered all-inclusive. Emergencies and disasters can affect the University in numerous ways and resources may not always be available from traditional sources. In the event of a Level 2 or Level 3 emergency, flexibility to seek resources utilizing extraordinary measures may be pursued by the ERT and/or other University administrative personnel.

COMMUNITY EMERGENCY CONTACT PHONE NUMBERS

FIRE, POLICE, AMBULANCE, SHERIFF	24 HOURS	911
Police Department Shift commander	24 hours	563-589-4425 or 589-4415
Police/Sheriff/Fire Dispatch (non-emergency)	24 hours	563-589-4406 or 589-4415
Dubuque County Emergency Management		563-589-4170
Alliant Energy	24 hours	1-800-255-4268
Black Hills	24 hours	1-888-890-5554
Dubuque Water Dept.	M-F 8-5	563-589-4144
Two- Way Radios service company	Racom Jeff Bechen	563-583-2245

24 HOUR ROAD CONDITION REPORTS FOR THE SURROUNDING STATES

<https://www.weather.gov/cys/unitedstatesroadconditions>

Iowa	511 or 1-800-288-1047	Illinois	1-217-782-7820
Wisconsin	511 or 1-608-264-7447	Minnesota	511 or 1-800-542-0220
Nebraska	511 or 1-800-906-9069	Missouri	511 or 1-800-222-6400
S. Dakota	511	Kansas	511 or 1-800-585-7623

CITY of DUBUQUE - DEPARTMENT & DIVISION STAFF 2023

CITY COUNCIL	TERM/Ward	Mailing Address	Home
Cavanagh, Brad	12/31/2025 Mayor	565 Fenelon Place	563-690-6502
Jones, Ric W.	12/31/2025 At-Large	1270 Dunleith Ct.	563-690-6503
Resnick, David T.	12/31/2023 At-Large	2341 Coventry Park #207	563-690-6504
Farber, Susan	12/31/2025 1st Ward	1755 Overview Court	563-690-6505
Roussel, Laura	12/31/2023 2nd Ward	3224 Bittersweet Lane	563-690-6506
Sprank, Danny	12/31/2025 3rd Ward	2473 Jackson St	563-690-6507
Wethal, Katy	12/31/2023 4th Ward	565 Fenelon Place	563-690-6508
TITLE	CITY OFFICIAL	MAILING ADDRESS	OFFICE
City Manager	Mike Van Milligan	City Hall, 50 West 13th	563-589-4110
City Attorney	Crenna Brumwell	300 Main, Suite 330	563-589-4113
City Clerk	Adrienne Breitfelder	City Hall, 50 West 13th	563-589-4121
TITLE	DEPT/DIV MGRS	MAILING ADDRESS	OFFICE
Police Chief	Jeremy Jensen	PO Box 875	563-589-4410
Fire Chief	Amy Scheller	11 West 9th St.	563-589-4160
Fire Marshal	Kevin Esser	11 West 9th St.	563-589-4161
Airport Manager	Todd Dalsing	1000 Airport Road	563-589-4128
Asst City Manager	Cori Burbach	City Hall, 50 West 13th	563-589-4110
Asst City Attorney	Jason Lehman	City Hall, 50 West 13th	563-589-4381
Leisure Services Manager	Marie Ware	1157 Central Ave	563-589-4263
WPC Plant Manager	William O'Brien	795 Julien Dubuque Dr.	563-589-4176
Planning Service Manager	Wally Wernimont	City Hall 50 West 13th	563-589-4210
Public Health Specialist	Mary Rose Corrigan	1300 Main St.	563-589-4181
Park Division Manager	Stephen Fehsal	2200 Bunker Hill Rd	563-589-4263
Public Information Officer	Randy Gehl	City Hall, 50 West 13th	563-589-4151
Water Plant Manager	Christopher Lester	1902 Hawthorne	563-589-4291
Housing & Community Devel	Alexis Steger	350 West 6 th , Suite 312	563-589-4230
Economic Devel Dir	Jill Connors	City Annex, 1300 Main St	563-589-4393
Library Director	Nick Rossman	360 West 11th St.	563-589-4225
Parking & Transportation Serv	Ryan Knuckey	950 Elm St	563-589-4266
Emerg Comm Manager	Mark Murphy	770 Iowa St.	563-589-4415
Information Services Mgr	Chris Kohlman	1300 Main St.	563-589-4280
Finance & Budget Dir	Jennifer Larson	City Hall, 50 West 13th	563-589-4398
Equity & Human Rights Dir	Gisella Aitken-Shadle	1300 Main St.	563-589-4190
Human Resources	Shelley Stickfort	City Hall 50 West 13th	563-589-4125
City Engineer	Gus Psihoyos	City Hall, 50 West 13th	563-589-4270
Public Works Director	John Klostermann	925 Kerper Blvd	563-589-4250

DUBUQUE COUNTY EMERGENCY CONTACTS 2023			
TITLE	COUNTY OFFICIAL	MAILING ADDRESS	OFFICE
Emergency Manager	Tom Berger	14928 Public Safety	563-589-4170
Sheriff	Joseph Kennedy	770 Iowa St	563-589-4406
Health Director	Allie White	1225 Seippel Rd	563-557-7396
County Attorney	Scott Nelson	720 Central Ave	563-589-4470
County Engineer	Russell Weber	1225 Seippel Rd	563-557-7283
Iowa Red Cross	Pami Erickson	2400 Asbury	563-583-6451
Salvation Army	Capt Matthew Phelps	1099 Iowa St	563-556-1573

PUBLIC INFORMATION RESOURCES

Radio

Cumulus Radio (7 stations)
 5490 Saratoga Road
 P.O. Box 1280
 Dubuque, Iowa 52004-1040
 (563)542-7939 or (563)557-1040
 Daniel Sullivan

Radio Dubuque (4 stations)
 Ave
 Dubuque, Iowa 52004-3157
 563-690-0800
 FAX 563-690-0858

Queen B Radio Stations (4 stations)
 51 Means Drive
 Platteville, WI 53818
 608-349-2000

Newspapers

Amy Gilligan
 Executive Editor
 Telegraph Herald
 P.O. Box 688
 Dubuque, IA 52004-0688
 (563) 588.3823
 FAX (563) 588-5745

1055 University

Television

KCRG TV (ABC)
501 Second Ave SE
Cedar Rapids
1-800-332-5443

KGAN TV (CBS)
600 Old Marion Rd, NE
Cedar Rapids, IA 52402
1-800-642-6140

KWWL Dubuque Newsroom (NBC)
300 Main St.
Ste 324
Dubuque, IA 52001
(563) 588-2205

MASS CARE RESOURCES

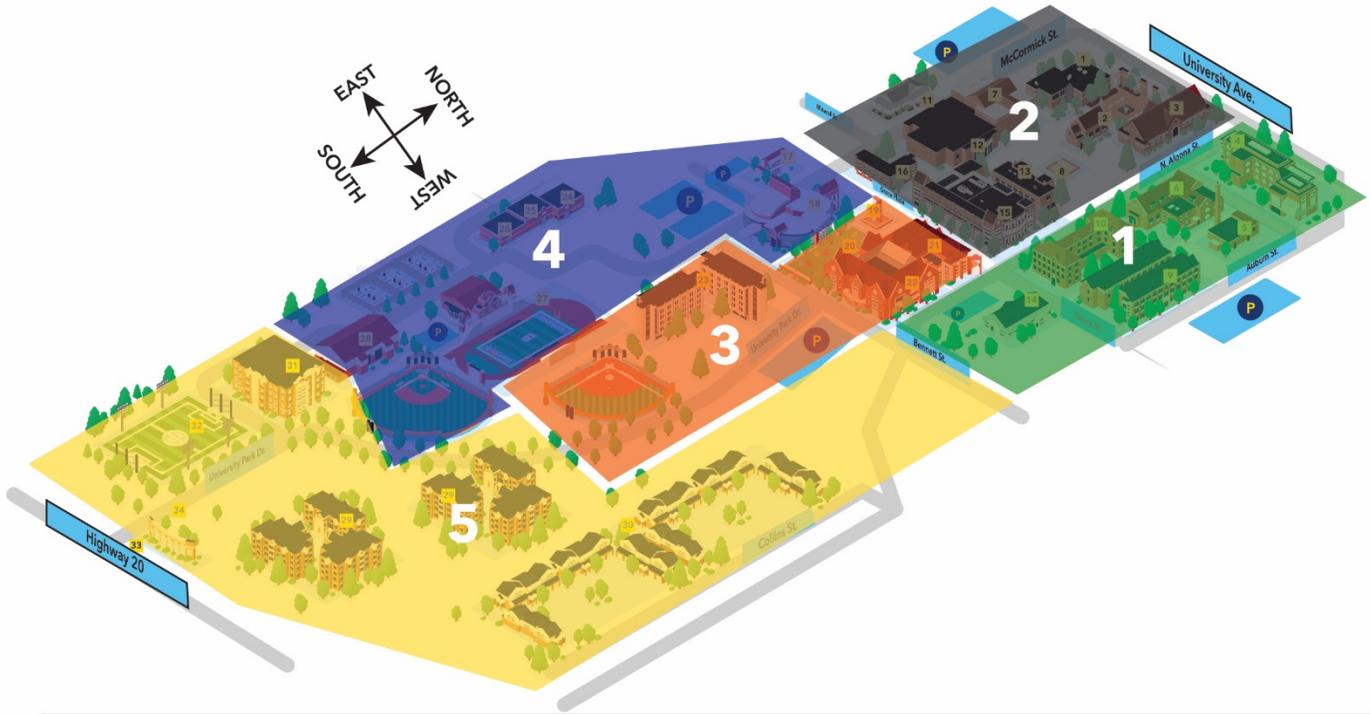
Pami Erickson	Executive Director American Red Cross 2400 Asbury Rd. Dubuque, IA 52001	Off. 563-583-6451
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David Amick	Captain Salvation Army 1099 Iowa St Dubuque, IA 52001	Off. 563-556-1573
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Paula Paider Light	Director United Way-Dubuque Area 215 W 6 th St. Dubuque, IA 52001	Off. 563-588-1415
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APPENDIX A

SUGGESTED EVACUATION ROUTES



UNIVERSITY OF DUBUQUE CAMPUS ZONES

Zones 1 and 2

Travel north to University Avenue then east or west on University Avenue.

Zones 3 and 4

Exit east on Finley or Mineral Street.
Exit south on Algona St to Hwy 20.

Zone 5

Exit on University Park Drive to Hwy 20.
Take Collins St. to Algona then to Hwy 20.

APPENDIX B – EMERGENCY FLOW CHART

Emergency Response Procedures

Major Emergency Occurs
911 or 563-589-3333 called

Dispatch will:
 Send officer
 Send additional resources as required
 (Fire Department, Police, Ambulance)
 Notify the Director of Safety and Security

Director of Safety and Security:
 Will contact policy makers
 Assign Emergency status as indicated below

EMERGENCY IS: Level 1

Small scale
 Localized
 Easily contained
 Not requiring large scale
 evacuation
 Classified as Minor
 Emergency

EMERGENCY IS: Level 2

Involving entire floor or building
 Affecting many people
 Possibly requiring large scale
 evacuation
 Requiring Off-campus resources
 Classified as Major
 Emergency

EMERGENCY IS: Level 3

Campus wide disastrous event
 Causing widespread damage
 and injuries
 Overwhelming available
 resources
 Potentially disrupting normal
 activities of University for
 extended period
 Classified as Disaster

MINOR RESPONSE:

Emergency Notification
 System may be activated
 Emergency Response Team
 apprised of conditions
 Field Command Post may be
 established

MAJOR RESPONSE:

Emergency Notification System
 activated
 Emergency Response Team will
 report as directed
 General Command Post may be
 established
 Field Command Post will be
 established
 President may declare State of
 Emergency

DISASTER RESPONSE:

Emergency Notification System
 activated
 Emergency Response Team
 respond to General Command
 Post
 Field Command Post established
 President will declare State of
 Emergency

APPENDIX C – CONTINUITY OF OPERATIONS

University of Dubuque is committed to the safety and protection of its employees, students, operations, and facilities. In support of this commitment, the University has critical operations that must be performed and resumed rapidly and efficiently in an emergency. The changing threat environment involving both natural and man-made disasters has raised awareness of the need for continuity of operations capabilities that will enable us to continue the performance of essential functions across a broad spectrum of emergencies. By planning for operations under such conditions, we hope to mitigate the impact of the incident on our people, our facilities and our mission.

PURPOSE

In the event of an emergency, the continuity of operations ensures that the University will provide the essential functions needed to:

1. Sustain the safety and welfare of University employees, students, and visitors
2. Deliver academic programs to students
3. Preserve critical research
4. Maintain critical business, finance and infrastructure operations

This plan provides a framework to continue these essential functions in the event of an emergency, whether at the University or in the region, that threatens operations or requires the relocation of select personnel and functions.

The Continuity of Operations Plan (COOP) presents our approach to:

1. Begin continuity operations within 12 hours of activation
2. Continue essential functions within the identified recovery time objectives
3. Maintain essential functions for up to 30 days.

APPLICABILITY AND SCOPE

The Continuity of Operations Plan (COOP) is applicable to all University departments, divisions, units, personnel and contractors. The COOP covers all facilities, systems, buildings and vehicles operated or maintained by University of Dubuque. The COOP supports the performance of essential functions from alternate locations and also provides for continuity of management and decision-making in the event that senior management or technical personnel are unavailable.

PLANNING ASSUMPTIONS

Assumptions used to develop the Continuity of Operations Plan (COOP) include the following:

1. Emergencies or threatened emergencies can adversely impact the University's ability to continue essential functions and to provide support to the day-to-day operations.
2. There will be a sufficient number of surviving and available senior managers with adequate supporting personnel to continue the essential functions of the University.
3. When an emergency occurs that impacts essential University functions, the University will implement the COOP.
4. Communications capabilities, transportation, and other infrastructures will be sufficiently intact to allow implementation of this plan.

5. University personnel and federal, state, local and military resources will be available as necessary to continue essential functions.
6. Recovery of a critical subset of the University's functions and application systems will occur and allow essential operations to continue.
7. A disaster may require student, faculty, staff and the public to function with limited support services and some degradation of service until a full recovery is made.

CONCEPT OF OPERATIONS

The Continuity of Operations Plan (COOP) provides a flexible, scalable strategy to manage and recover from situations or events that have a direct adverse impact on University operations. If an incident results in serious injury or loss of life of University leadership, reconstitution of the leadership position will be considered and appropriate personnel reassigned.

Following initial crisis response and life safety efforts, focus will shift to continuity of operations, including the functions, systems, and facilities, in an effort to fully restore operations of the University. When necessary, reconstitution may require use of alternate locations, acquisition and installation of equipment and communications, and placement of personnel.

IMPLEMENTATION CONDITIONS

The Continuity of Operations Plan (COOP) is implemented in response to an emergent situation or any other situation that disrupts normal University operations. The Plan can be implemented fully or partially. The decision to implement COOP is tailored to the specific situation and is based on the event's projected or actual impact and severity. Activation of COOP can occur under either of the following conditions:

WITH WARNING – It is expected that in many cases the University will receive at least some warning prior to an incident. This will enable full execution of COOP with the complete and orderly alert, notification, and deployment of key personnel to assembly sites or pre-identified deployment locations before the incident takes place. Notifications will occur through email, telephonic or other mass notification methods.

WITHOUT WARNING – Execution of COOP following an incident that occurs with little or no warning will depend on the severity of the event and the number of personnel affected. COOP team personnel should expect to be alerted at all hours, depending on the nature of the emergency. Notifications will include a specified report time and location. This communication may occur through email, telephone, and other mass notification methods. Under certain circumstances, in-person notification may be necessary.

During activation of COOP, the University's operating hours for essential functions will remain 24 hours a day, seven days a week. As additional services become available, regular operating hours for each of these will be determined and announced. Regardless of the warning condition, the University will deploy the most critical resources first and other resources will follow as needed.

ORGANIZATION AND ASSIGNMENT RESPONSIBILITIES

Depending on the nature of the emergency, designated teams will be established by the University to manage COOP operations and perform essential functions. These teams will be comprised of management, functional experts, and technical specialists needed to establish essential functions within 12 hours of activation.

Additional personnel will augment the initial COOP team to sustain essential functions for a period of up to 30 days. COOP responsibilities of leadership positions and key teams tasked to implement these plans are as follows:

COOP COORDINATOR – The commander designated by the president notifies the various department COOP teams once an emergency situation has evolved from the initial response to recovery stage. At that point, the COOP will initiate activities to support actions taken by the departmental teams and serve as the Institution’s point person to facilitate communication between the Policy Directors and the departmental COOP team leads.

DEPARTMENTAL COOP TEAMS – When the departmental COOP teams are formed, they are comprised of personnel from departments from across the University. Any organizational element that has a role in continuing or restoring essential functions is considered part of this team. Specific responsibilities are assigned by the Department Director or their designated COOP Coordinator. Overall, departmental COOP teams are responsible for:

1. Determining the scope and impact of the incident on their operations.
2. Prioritizing and implementing continuity and recovery actions.
3. Managing and directing the activities of departmental personnel involved in continuity and recovery.
4. Deploying requested resources and equipment for continuity operations.
5. Providing status reports to the Policy Directors.
6. Requesting any additional resources and equipment needed to continue essential functions.
7. Implementing their departmental reconstitution plan.
8. Planning and conducting the demobilization process.
9. Providing facts to support the dissemination of timely, accurate and appropriate information.

ESSENTIAL FUNCTIONS

University of Dubuque will continue the following essential functions during an emergency requiring continuity of operations:

1. Sustain the safety and welfare of University employees, students and visitors.
2. Deliver academic programs to students.
3. Preserve critical research.
4. Maintain critical business, finance and infrastructure operations.

These essential functions guide the continuity planning efforts of all departments across the University. The supporting departmental COOP capture unit-specific actions that will allow continuing functions.

ESSENTIAL PERSONNEL AND HUMAN CAPITAL MANAGEMENT

Essential personnel must be prepared to sustain essential functions remotely or from a relocation site for a period of up to 30 days. If a relocation site is used, staff will receive an orientation briefing from site staff upon arrival at the site regarding administrative issues. Supplies and equipment needed to perform essential functions will be pre-positioned, but individuals are responsible for their personal items.

The University relies on the flexibility of its personnel to assist COOP team members and the rest of the University population in an emergency. University leadership is expected to:

1. Be fully informed and understand human capital tools, flexibilities, and strategies.
2. Regularly review and update personnel contact information and notification protocols to assure that information remains current.
3. Ensure employees have a clear understanding of their role in an emergency.
4. Develop, review, and update emergency guidelines as needed.

ESSENTIAL EQUIPMENT AND INFORMATION

The entire University community relies heavily on the Information Technology and Communications Department for communication and technological infrastructure, networking, data management, information security, and help-desk support. As such, the Information Technology and Communications COOP is intimately connected to effective continuity operations.

VITAL RECORDS, SYSTEMS AND EQUIPMENT

The COOP provides for the protection, accessibility, and recovery of the University's vital records, systems, and equipment. These are records, systems, and equipment that if irretrievable, lost, or damaged would materially impair the University's ability to carry out essential functions and to continue to conduct business.

The University, through Departmental COOP, has identified those vital records and databases which must be available to support performance of the designated essential functions. This information is captured in the Information Technology COOP, as well as individual departmental plans.

COMMUNICATIONS

Interoperable and resilient communications form a critical component for successful University COOP capability. Internal communications systems must support connectivity to other departments, students, faculty, staff, and visitors under all circumstances.

COMMUNICATIONS SYSTEMS - To ensure the provision of critical emergency communications, the University relies on layers of technological tools with the expectation that different tools may work at different times during continuity operations. Some or all of the following communication tools may be used:

1. Voice lines
2. Fax lines
3. Data lines
4. Cellular phones
5. Email
6. Radio communications systems

PUBLIC INFORMATION – A representative from University Relations serves as the authorized Public Information Officer (PIO) for the University. All public information must be coordinated and disseminated by through the President's Office with assistance from other University departments and personnel.

In the event that regular telecommunications on University property are not available, PIO will concentrate media relations at a designated location. Information will be available there for the news media and, when possible, for faculty, staff, and students.

During critical incidents, the PIO will work with each organizational unit to gather accurate and substantial information regarding the situation and details of the University response. The University PIO, working with the Policy Directors, ERT, and City and County PIO's, as appropriate, will provide notification to faculty, staff, students, and the general public on progress toward recovery, utilizing one or more of the following emergency notification system methods:

1. UD Alert system.
2. Recorded telephone messages on the University's Information Line (ext. 3800)
3. Special announcements sent to the University community.

4. DBQ.EDU Website (www.dbq.edu).
5. Radio, television and newspaper information releases.

IMPLEMENTING THE EMERGENCY NOTIFICATION SYSTEM

Regardless of the event, whenever the emergency notification system is activated, the entire campus of the University will be notified. No segment of the main campus will be omitted.

PLAN IMPLEMENTATION

University of Dubuque uses a three-phased approach to the activation, management, and eventual de-escalation of COOP.

1. Activation and Relocation
2. Continuity Operations
3. Reconstitution

COOP is activated based on known or anticipated threats and emergencies that may occur with or without warning. Once a disruption to business processes exists, the period of COOP implementation begins.

ACTIVATION AND RELOCATION

The President or their designee may activate COOP. The decision to activate the plan will be based upon:

1. Available information
2. Previous experience
3. Advice of University leadership
4. Campus Safety and Security
5. Local emergency service agencies

Once information on an incident is received, the University uses an executive decision-making process to review the situation and determine the best course of action for response and recovery. The University uses a matrix guide to the activation decision to avoid premature or inappropriate activation of the COOP. Potential disruptions resulting from emergency events are classified as either an:

1. Alert
2. Stand-by
3. Partial Activation
4. Full Activation

Using these classifications, the President or his/her designee will activate or partially activate COOP as indicated in the matrix below.

CLASSIFICATION	IMPACT ON INSTITUTION	ACTIONS
Alert	An actual or anticipated event may have an adverse impact of up to 12 hours on any portion the department but does not	Impacted department alerts appropriate personnel of situation and requests needed assistance. No COOP activation required.
Stand-by	An actual or anticipated event estimated to have minimal	Impacted department alerts appropriate personnel. Members

	impact on operations for 12-72 hours that may require assistance beyond what is normally available.	of the COOP Team are notified and placed on stand-by. Limited COOP activation depending on individual department requirements.
Partial Activation	An event estimated to disrupt the operations of one or more essential functions or impact vital systems for more than three days.	Impacted department alerts University leadership and consults on COOP Plan activation decision. COOP team members alerted and instructed on the full or partial activation of COOP. May require the mobilization of all resources. May also require the activation of orders of succession. May require movement of some personnel to an alternate location for a period of more than three days.
Full Activation	An event that significantly disrupts the operations of three or more essential functions or the full department impacts multiple vital systems for than seven calendar days.	Impacted department alerts University leadership and consults on the COOP activation decision. COOP team members alerted and instructed on the full activation of COOP. May require activation of orders of succession. May require the movement of significant number of personnel to an alternate location for a period of more than 14 calendar days. Event may require mobilization of all resources.

The above matrix focuses on the way in which the emergency event may impact the capabilities of the University to provide its mission critical and essential functions. To remain flexible in the variety of situations that could trigger an activation or partial activation of COOP, this matrix provides guidance. Recommended impacts and decisions may be modified based on actual events.

CONTINUITY OPERATIONS

University of Dubuque will perform any essential functions determined to be critical to University operations from designated alternate facilities using temporary procedures as required. Responsibilities will be assigned to personnel in order to maintain essential functions and additional staff will be activated as required to provide other services and functions as necessary. The Policy Directors will provide additional guidance to all personnel regarding the duration of alternate operations and include pertinent information on payroll, time and attendance,

duty assignments, etc. Normal lines of communications will be reestablished within the University to external agencies, and to the public as soon as possible. Activities during the continuity operations phase include, but are not limited to:

1. Reviewing message traffic, situation reports, or other reports related to the event.
2. Coordinating with other appropriate UD departments/organizations to gather information.
3. Assessing the impact, damage or potential damage, or response requirements of the incident (in coordination with Risk Management).
4. Coordinating and acquiring any necessary assistance.
5. Coordinating with COOP members on response activities.
6. Executing activities that continue essential function operations.
7. Compiling updates and briefings on the status of the event, actions completed, actions in progress, and potential impact to specific departments.
8. Evaluating and determining changes in COOP team staffing requirements based on essential function support needs.
9. Providing additional guidance as required by the situation to non-designated employees through available means.
10. Reprioritizing and recommending future response actions.
11. Initiating reconstitution planning.
12. Providing or requesting assistance to (or from) the University's Policy Directors as necessary.
13. Conducting information sharing activities with relevant University entities to assist in planning and conducting response operations.
14. Ensuring the Policy Directors are apprised of departmental activities.
15. Tracking reports and associated attachments (e.g., situation reports) received or distributed since the first notice of the event.
16. Keeping a record of actions taken and financial commitments.
17. Ensuring timely and accurate reports are prepared and disseminated as they relate to event response operations.

SUSPENSION OF SERVICES AND SYSTEMS

If it becomes necessary, university administration may call for the suspension of classes, office work, and maintenance; the administration may even call for campus evacuation. When this occurs, communication of these acts will be accomplished by Safety & Security Department using the UD Alert system, which will send communication through e-mail or text or phone messages.

RECONSTITUTION

Reconstitution involves actions needed to help the University return to full, normal operations. As soon as feasible, planning and preparation for demobilization and the transfer of communication, vital records, databases, and other essential activities back to the primary facilities will begin. The options for reconstituting normal operations include:

1. Return to the normal department facilities.
2. Transfer operations to a long-term temporary site.
3. Transfer operations to a new, permanent location.

Reconstitution procedures will be put into action when the President and Policy Directors confirm that the emergency situation has ended and is unlikely to reoccur in the foreseeable future. Circumstances may dictate that a new primary facility has to be designated and subsequently occupied. The University COOP Coordinator is the central coordinator for this phase and will work with the Department COOP coordinators and the Policy Directors to facilitate a smooth transition to normal operations.

As soon as possible following the resumption of normal operations, the University COOP Coordinator will convene the Department COOP coordinators involved in the emergency to collect information on critical issues requiring leadership attention, lessons learned, and best practices associated with the response. The information gathering effort will focus on identifying what did and did not facilitate response efforts and on developing recommendations to improve procedures for future event response operations. The COOP Coordinator will then prepare a report based on this information to be submitted to the Policy Directors.

SCENARIO SPECIFIC CONSIDERATIONS

While a majority of actions taken to continue essential functions following an emergency are the same, there are unique characteristics to every situation that will impact how response actions are carried out. The scenario specific considerations for three of the most likely situations are provided below.

SCENARIO 1 – LOSS OF ACCESS TO A FACILITY

1. Assumptions

- a. If facility is an academic building, the Offices of the Registrar and Academic Affairs will be heavily involved in identifying alternate classroom space.
- b. Research buildings will present long-term recovery issues due to potential hazardous materials challenges.
- c. Risk Management personnel will be available to support damage assessment activities.

2. Implementation Phases

a. Activation and Relocation

- i. The COOP Plan will be activated during the transition from initial emergency response to recovery management actions.

b. Continuity Operations

- i. The affected department will implement its COOP Plan and engage the Policy Directors to assist in identifying alternate space.
- ii. During an event that leaves resident students without shelter for a significant period of time, those affected will be relocated according to the strategy in the Residential Life COOP.
- iii. If a housing facility of portion of a facility is deemed uninhabitable, displaced residents will be assigned new permanent housing.

3. Reconstitution

- a. Full assets of the University will be leveraged to facilitate the return to normal operations.

SCENARIO 2 – LOSS OF SERVICES (REDUCTION IN WORKFORCE)

1. Assumptions

- a. The reduction in workforce will be widespread, making redistribution of resources across communities unreliable.

- b. The impact of the event is a continuously evolving process, rather than a discrete event, with ongoing adverse effects that can increase exponentially.
 - c. While additional training is needed, employees have been cross-trained to provide backup coverage focusing on services identified as critical to the mission of the University.
 - d. Vital systems are available and accessible to staff via telecommuting.
 - e. Some employees responsible for supporting critical systems may work from locations other than their offices (telecommuting), and extended telecommuting operations will be supported if necessary.
 - f. Departments have identified alternate work arrangements such as alternate work schedules and remote support to deal with emergencies that create a reduction in workforce.
 - g. Should the reduction in workforce be significant, it may be necessary for services to be prioritized and those deemed non-essential be reduced in some manner.
 - h. If the reduction of workforce is due to a pandemic, the University will follow recommendations from the Centers for Disease Control and Prevention and the State Department of Health.
2. Implementation Phases
- a. Activation and Relocation
 - i. Due to the slow evolution of the event, the University will monitor the situation closely and keep COOP team members on alert and advised of changes.
 - ii. The COOP teams will not physically meet to manage the response; necessary meetings will be held telephonically or electronically.
 - b. Continuity of Operations
 - i. During the lifespan of the reduction of workforce, activities at the University will slowly be minimized in response to the situation. The reduction may unfold as follows:
 - 1. Normal operations will continue with the exception of increased surveillance for potential local impacts.
 - 2. There will be restrictions on UD related travel.
 - 3. If applicable, there will be a quarantine of incoming personnel from involved regions.
 - 4. Throughout the event, there will be continued development, refinement, and deployment of the incident specific action plan.
 - 5. As the event unfolds, there will be a potential closure of classroom instruction, which will move to the closure of all classroom instruction.
 - c. Only essential function personnel will be allowed at their work sites.
 - d. Communication internally and externally will be maintained.
3. Reconstitution
- a. Since facilities are intact, as the reduction in workforce wanes, employees will be able to return to their regular work locations.

TESTING AND TRAINING

Testing and training of COOP capabilities are necessary to demonstrate and improve ability to execute emergency procedures. The University COOP Coordinator will work with the Policy Directors and individual departments to conduct testing and training. The overall objective of these efforts is to improve the University's

ability to effectively manage and execute this plan and any additional activities associated with emergency response and recovery. Tests and training will be conducted as described below.

1. Test Emergency Notification System Monthly
 - a. Send test message to the University community via UD Alert messaging, email, and phone.
 - b. Evaluate timeliness of message distribution
2. When Fully Functional, Train New COOP Team Members Within 30 Days of Appointment
 - a. Provide an orientation and training class
 - b. Schedule participation in all training events
3. Plan and Conduct Training Exercises Annually
 - a. Conduct internal exercises
 - b. Support and participate in interdepartmental exercises

APPENDIX D – EMERGENCY RESPONSE TEAM CONTACT LIST

PRESIDENT (Jeff Bullock)	Office	563-589-3766
VICE PRESIDENT FOR OPERATIONS (Amy Edmonds)	Office	563-589-3642
VICE PRESIDENT FOR ACADEMIC AFFAIRS (Mark Ward)	Office	563-589-3202
VICE PRESIDENT OF INTERCOLLEGIATE ATHLETICS /STUDENT LIFE (Nelson Edmonds)	Office	563-589-3867
ASSOCIATE DEAN OF STUDENT ENGAGEMENT (Megan Wilson)	Office	563-589-3361
ASSISTANT DEAN- DIRECTOR OF STUDENT GUIDELINES (Brigette Kyei Nimakoh)	Office	563-589-3519
DIRECTOR OF HOUSING OPERATIONS (Olivia Lennon)	Office	563-589-3438
VP OF FINANCE/AUX. (James Steiner)	Office	563-589-3210
ASSISTANT VP OF AUX SERVICES (Keith Wipperfurth)	Office	563-589-3684
ASSOCIATE VP OF UNIV RELATIONS (Tom Hogan)	Office	563-589-3505
DIRECTOR OF SECURITY (Laura Schauer)	Office	563-589-3861
DIRECTOR OF FACILITIES (Craig Kloft)	Office	563-589-3251

DIRECTOR OF INFORMATION TECHNOLOGY
(Sherry Cusick) Office 563-589-3721

DIRECTOR OF HUMAN RESOURCES
(Julie MacTaggart) Office 563-589-3619

DIRECTOR OF PUBLIC INFORMATION
(Stacey Ortman) Office 563-589-3267

MEDICAL DIRECTOR FOR SMELTZER KELLY HEALTH CENTER
(Regina Butteris Torson) Office 563-589-3360

APPENDIX E – ABBREVIATIONS

BCP Business Continuity Plan

CDC Centers for Disease Control

COOP Continuity of Operations Plan

CPTED Crime Prevention Through Environmental Design

DAT Damage Assessment Team

DHS U.S. Department of Homeland Security

EOC Emergency Operations Center

EOP Emergency Operations Plan

FBI Federal Bureau of Investigation

FEMA Federal Emergency Management Agency

FERPA Family Educational Rights and Privacy Act

HIPAA Health Insurance Portability and Accountability Act

IACLEA International Association of Campus Law Enforcement Administrators

ICS Incident Command System

IHEs Institutions of Higher Education

MOU Memorandum of Understanding

NCEF National Clearinghouse for Educational Facilities

NIC National Integration Center

NIMS National Incident Management System

PIO Public Information Officer

TAT Threat Assessment Team

APPENDIX F – PLANNING/CHECKLISTS PER DIVISION

- Academic Affairs – p. 59
- Business Office – p. 60
- Facilities – p. 61
- Information Technology – p. 62
- President’s Office – p. 63
- Residence Life/Student Life – p. 64
- Safety and Security – p. 65
- Smeltzer-Kelly Student Health Center – p. 66
- Student Engagement/Student Life – p. 67
- University Relations – p. 68

ACADEMIC AFFAIRS

Planning/Preparation for an Event

Academic Affairs

1. Develop procedures to communicate with and account for teaching faculty in an emergency situation.
2. Develop plans to identify alternate facilities where institutional activities can be conducted in the event of the destruction, disablement, or denial or lack of access to existing facilities.
3. Identify and prioritize critical support services and systems.
4. Identify and help ensure recovery of critical assets and information.
5. Participate in the threat assessment team (TAT).

Roles/Responsibilities during an Emergency

1. Implement procedures to communicate with and account for teaching faculty in an emergency situation.
2. Implement plans to identify alternate facilities where institutional activities can be conducted in the event of the destruction, disablement, or denial or lack of access to existing facilities.
3. Identify and prioritize critical support services and systems.
4. Identify and help ensure recovery of critical assets and information.
5. Participate in the threat assessment team (TAT).

BUSINESS OFFICE

Planning/Preparation for an Event

Business Office

1. Develop the processes and procedures for tracking employees' time and issuing paychecks during disaster operations.
2. Develop procedures for procuring emergency resources for responding to and recovering from emergencies.
3. Develop the process for documenting the financial cost of emergency response and recovery operations.
4. Develop a Business Continuity Plan (BCP).

Roles/Responsibilities during an Emergency

RISK MANAGER

1. Coordinates and supervises the activities of outside regulatory, investigative or insurance-related agencies.
2. Initiates the request for spending authority necessary for emergency operations.
3. Obtains all available funding provided for cleanup and recovery expenses.
4. Provides an accounting summary of financial impact of emergency response, cleanup and recovery.

FACILITIES

Planning/Preparation for an Event

Environmental Health and Safety

1. Participate in vulnerability and hazard assessments.
2. Review and update office standard operating procedures to align with the higher ed. Emergency Operations Plan (EOP)
3. Develop procedures for pre-positioning resources and equipment.
4. Review and update processes and procedures for state and federal disaster declaration requests.
5. Develop, review, and update state and federally required environmental emergency response plans, including management procedures for the plans.
6. Coordinate with public safety operations to develop the process and procedures for increasing public information.
7. Provide warning system information.

Facilities and Operations

1. Participate in vulnerability and hazard assessments.
2. Provide floor plans with room layout, electrical sources, and entrance and exit points for all campus buildings.
3. Develop procedures for pre-positioning resources and equipment.
4. Identify sources for mutual aid agreements and assistance.

Transportation

1. Develop procedures for mobilizing campus wide transportation for an emergency and for maintaining control of traffic from private vehicles.
2. Develop evacuation procedures from various campus locales.
3. Develop procedures for Institutions of Higher Education (IHE)-sponsored transportation (e.g., buses).

Roles/Responsibilities during an Emergency

DIRECTOR OF FACILITIES

The Director of Facilities is responsible for providing equipment and personnel in order to perform shutdown procedures, hazardous area control, barricades, damage assessment, debris clearance, emergency repairs, and equipment protection.

1. Provides vehicles, equipment, and operators for movement of personnel and supplies.
2. Assigns vehicles as required to the Emergency Response Team (ERT) as needed.
3. Obtains assistance from utilities companies as required for emergency operations.
4. Furnishes emergency power and lighting systems as required.
5. Surveys habitable space relocates essential services and functions.
6. Provides portable emergency generators and fuel supply during actual emergency or disaster periods.
7. Provides for storage of vital records at an alternate site and coordinates with building and area supervisors as liaison and for necessary support.

ENVIRONMENTAL SAFETY

1. Coordinates with other Emergency Response Team (ERT) members as necessary.
2. Ensures that rescue and clean-up operations are conducted as safely as possible to minimize the risk of injury to rescue and cleanup personnel, as well as to prevent further injury to victims.
3. Coordinates rescue and cleanup operations to conform to applicable safety, health and environmental regulations.
4. Coordinates with applicable faculty and staff regarding chemical, biological, radiological, or other hazardous materials to ensure a safe and successful cleanup and disposal.

INFORMATION TECHNOLOGY

Planning/Preparation for an Event

Information Technology

1. Develop procedures and systems for checking critical information and alert systems to disseminate emergency information in an accessible format via a website, cell phone, e-mail, and other mechanisms.
2. Coordinate beforehand with all departments to provide unified and factual messages to students, staff, faculty, families, and the media using multiple modalities, and in consideration of different language needs or accommodations, including effective communication with individuals with disabilities and others with access and functional needs, such as those who are blind or deaf.
3. Identify information technology resources needed to facilitate the emergency operations of all campus departments.
4. Identify the need for and sources of emergency communication devices (e.g., hand radios, cell phones).
5. Develop plans to continue academic programs that significantly use technology for teaching purposes.

Roles/Responsibilities during an Emergency

DIRECTOR OF INFORMATION TECHNOLOGIES

1. Provides the expertise and personnel necessary to maintain or establish telephone and/or emergency communications services.
2. Provides for the security and protection of computer and information systems.
3. Provides for temporary computer and information services which may be necessary to facilitate business procedures related to emergency purchases, personnel services and accounting.
4. Maintains liaison with Dubuque County Emergency Management Agency for telecommunications support if necessary.

PRESIDENT'S OFFICE

Planning/Preparation for an Event

Central Administration or Designee

1. Provide resources and leadership support to drive the initiative.
2. Develop procedures for declaring an emergency Identify alternate administrative facilities.
3. Develop procedures for increasing public information efforts.
4. Develop and coordinate procedures for recruiting volunteers and additional staff.
5. Develop procedures to coordinate and approve volunteers and manage donations during an emergency
Develop a Continuity of Operations (COOP) Annex.

Legal Counsel

1. Provide legal counsel on campus liability to key decision makers.
2. Coordinate investigations completed by community partners.
3. Review messages drafted by Public Information Officer (PIO).
4. Ensure that all campus and community actions are documented with a rationale for the action.
5. Participate in the threat assessment team.
6. Ensure compliance with applicable laws.

Roles/Responsibilities during an Emergency

The University Policy Directors are the decision-making body on issues relating to an emergency. The Policy Directors will not respond to the scene nor will they manage the initial response to an incident. The Policy Directors are responsible for:

1. Determining the scope and impact of an incident and prioritizing emergency actions.
2. Identifying impact to operations requiring continuity actions to be undertaken.
3. Managing and directing the activities of departments that are involved in response and recovery.
4. Disseminating timely, accurate and appropriate information through Public Information Officer (PIO) to University faculty, staff, students and news media.
5. Coordinating with federal, state and local officials, military, private businesses and other institutions as appropriate.

RESIDENTIAL LIFE/STUDENT LIFE

Planning/Preparation for an Event

Food Services

1. Identify possible threats and mitigation strategies relating to food safety.
2. Develop procedures for providing food to students, staff, faculty, and community partners during a major emergency.
3. Develop mutual aid agreements for obtaining, preparing, and distributing food.

Residential Life

1. Develop procedures to coordinate the need for on-campus housing, temporary shelters, and temporary off-campus housing locations, including consideration of physical accessibility for individuals with disabilities and others with access and functional needs.
2. Develop procedures for mobilizing residential life personnel and pre-positioning resources.
3. Develop an on-call staffing system to ensure staff are available at all times.
4. Develop procedures for identifying resident students in need of emergency evacuation assistance.
5. Develop procedures for the evacuation and temporary shelter accommodations for resident students.
6. Develop procedures for checking residential facilities and equipment.
7. Participate in the Threat Assessment Team (TAT).

Roles/Responsibilities during an Emergency

RESIDENTIAL AND STUDENT LIFE

Will assist in the dissemination of all emergency information and directives intended for on- campus students.

1. May provide temporary or alternate housing and food service facilities for on-campus students affected by the disaster or emergency.
2. May provide temporary housing and food service for off-campus students who have been directed to remain on campus or who are unable to leave campus.
3. May provide for temporary housing and food service for emergency response personnel and University staff directed to remain on campus for extended periods.
4. May provide for temporary housing, food, water or other resources necessary as indicated by the disaster or emergency.
5. Resident Directors and Area Coordinators will work closely with the VP for Student Life or designee to provide housing for students.

SAFETY AND SECURITY

Planning/Preparation for an Event

EMS

1. Develop and coordinate procedures for mobilizing resources needed for significant, longer-term emergencies.
2. Identify sources for mutual aid agreements and assistance.

Public Safety Operations

1. Develop procedures for reviewing and updating higher ed. Emergency Operations Plan (EOP).
2. Develop procedures for facilities and equipment, including testing systems.
3. Develop procedures for mobilizing department of public safety personnel, and pre-positioning resources and equipment.
4. Develop a process for managing incidents at the field level using the Incident Command System (ICS).
5. Develop a process for communicating with and directing the central dispatch center, including the activation of the emergency contact list.
6. Develop procedures to warn threatened elements of the population, including those individuals with different language needs or accommodations needs, including effective communication with individuals with disabilities and others with access and functional needs (e.g., those who are deaf or blind).
7. Ensure that hazardous material procedures are consistent with the state and local environmental safety hazardous materials plans.
8. Participate in the Threat Assessment Team (TAT).
9. Become proficient in the understanding and use of the National Incident Management System (NIMS) and Incident Command System (ICS) structures.

Roles/Responsibilities during an Emergency

DIRECTOR OF SAFETY AND SECURITY

The Director of Safety and Security shall normally serve as the Incident Commander and is responsible for the overall coordination of the University's emergency response.

1. Determines the type and magnitude of the emergency.
2. Establishes appropriate command post.
3. Initiates immediate contact with the President or designee.
4. Notifies and utilizes personnel, outside law enforcement if necessary and/or other available resources as necessary.
5. Notifies the members of the Emergency Response Team (ERT) and advises them of the nature of the emergency.
6. Notifies and conducts liaison actions with outside agencies such as law enforcement, fire department and disaster/emergency services personnel.
7. Ensures that appropriate notification is made to off-campus staff if necessary.
8. Prepares and submits a report to the President, apprising the final outcome of the emergency.
9. Shall conduct annual training to sufficiently prepare the campus community to deal with emergency situations. This training will include work such as a tabletop exercise or other appropriate training.

SMELTZER-KELLY STUDENT HEALTH CENTER

Planning/Preparation for an Event

Counseling and Mental Health Services

1. Identify and train appropriate staff to provide developmentally and culturally appropriate mental health services.
2. Train mental health staff on specific interventions.
3. Provide basic training on available resources and common reactions to trauma for all staff (including administrators).
4. Train faculty and other staff on early warning signs of individuals who pose a potential danger.
5. Assemble and train recovery teams.
6. Identify both internal and external partners (consider local mental health agencies that may be able to assist, and develop a structure for support) and develop partnership agreements.
7. Develop template letters (that can be tailored) for alerting students, families, staff, and the community to emergencies Participate in the Threat Assessment Team (TAT).

Health Services

1. Develop procedures to determine if there are adequate supplies and equipment to triage for an emergency and to support community health partners.
2. Develop procedures for mobilizing personnel on campus and at external sites.
3. Develop procedures for developing mutual aid agreements.
4. Develop pandemic flu and infectious disease plans.
5. Develop a system for disease surveillance and tracking.
6. Coordinate with local and state public health partners.

Roles/Responsibilities during an Emergency

SMELTZER-KELLY STUDENT HEALTH CENTER

The Smeltzer Kelly Student Health Center is responsible for the coordination of healthcare and delivery of emergency medical services on the University campus.

1. Coordinates treatment and triage of casualties with responding Emergency Medical Services.
2. Provides and coordinates care of delayed and non-urgent tagged casualties on campus property.
3. Directs and coordinates care provided by healthcare providers and allied health providers, including nursing instructors, nursing students, athletic trainers, athletic training students, and recreational sports personnel trained in first aid.
4. Acts as a resource for medical and health concerns on campus.

STUDENT ENGAGEMENT/STUDENT LIFE

Planning/Preparation for an Event

Student Life

1. Develop reunification procedures in collaboration with community reunification initiatives.
2. Develop procedures for checking student affairs facilities and equipment, including those relating to on-campus recreation, student organizations, on-campus employment, community service, and volunteerism.
3. Develop procedures for addressing the needs of students living in Greek housing or off-campus facilities.
4. Develop procedures for pre-positioning resources to maintain functioning of such campus elements as career services and student government.
5. Develop mutual aid agreements and prenegotiate with service providers for delivering goods and services in the event of an emergency.
6. Ensure that all obligations under the Americans with Disabilities Act are considered throughout the planning and implementation of the higher ed. Emergency Operations Plan (EOP).
7. Ensure that the plan is accessible to students whose primary language is not English.
8. Develop parent or family notification procedures.
9. Participate in the Threat Assessment Team (TAT).
10. Create a Campus Community Emergency Response Team (Campus CERT).

International Student Services Office

1. Develop procedures for staff to support Continuity of Operations Plan (COOP) during crises, including ongoing management of the access to the Student and Exchange Visitor Information System (SEVIS).
2. Develop procedures for international students to communicate safety concerns, location, and short-term plans during an emergency.
3. Coordinate beforehand with all staff and international students to distribute communication procedures during an emergency.

Roles/Responsibilities during an Emergency

STUDENT ENGAGEMENT

Assists in the dissemination of all emergency information and directives for off-campus.

Students:

1. Coordinates emergency communication between students and family members who are trying to contact one another.
2. May coordinate with Residential Life temporary housing and food service for off-campus students who have been directed to remain on campus or who are unable to leave campus or who have no alternative housing.
3. Assists in the support needs of students as needed.

UNIVERSITY RELATIONS

Planning/Preparation for an Event

Public Information Office

1. Coordinate beforehand with all departments to provide unified and factual messages to students, staff, faculty, families, and the media using multiple modalities.
2. Develop pre-agreements with the media concerning debriefings and media holding areas during an emergency.
3. Designate a campus spokesperson.

Roles/Responsibilities during an Emergency

DIRECTOR OF PUBLIC INFORMATION

The responsibility of the Director of Public Information is to ensure that all departments and appropriate staff are informed of the proper media procedures. Effective response will also depend on the following:

1. Clear definition of the roles and responsibilities of individual staff members and departments.
2. Effective utilization of available resources, both internal and external.
3. Carefully planned communications with all interested parties.
4. Timely response to media requests.

ASSOCIATE VICE PRESIDENT OF UNIVERSITY RELATIONS

The Associate Vice President for University Relations is the only person outside the Office of the President authorized to speak for the university. All media calls should be referred to this Associate Vice-President.

1. Coordinates posting of emergency messages with University Relations staff on official University of Dubuque appropriate social media channels.
2. Monitors and responds in a timely manner to questions and comments on official University social media platforms.
3. Coordinates emergency messages through UD Alert system if applicable.
4. Assists with coordination and updating of the University website as needed.

APPENDIX G – REFERENCES

U.S. Department of Education. (2010). Action Guide for Emergency Management at Institutions of Higher education.

<https://sites.ed.gov/whhbcu/files/2022/02/Emergency-Management-Guide-Hiher-Ed.pdf>

Federal Emergency Management Agency. (2013). Guide for Developing High-Quality School Emergency Operations Plans.

https://rems.ed.gov/docs/School_Guide_508C.pdf