

Illinois State University

EMERGENCY OPERATIONS PLAN

2022



**EMERGENCY
MANAGEMENT**
Illinois State University

EMERGENCY MANAGEMENT

The *Emergency Operations Plan* is maintained by the University's Emergency Management department, located at the Nelson Smith Building, Room 201 and reachable at (309) 438-0100 and eoc@IllinoisState.edu. Copies of this plan will be published at Security.IllinoisState.edu and EmergencyManagement.IllinoisState.edu.



FORWARD

The following *Emergency Operations Plan* details how the University community will respond to major emergencies in conjunction with local emergency response agencies and references the role that campus departments will have in supporting the overall emergency response. Illinois State University (ISU) has adopted the National Incident Management System (NIMS) (see Appendix) and coordinates response activities according to its principles and guidelines. Should an incident require external emergency response assistance, the NIMS framework will support an integrated response, highlighting the interoperability and compatibility of all response agencies.

In support of emergency response efforts, specific campus personnel representing select campus departments have taken formal training (including NIMS courses) and have participated in meetings, strategy sessions, tabletop exercises, and drills to be better prepared in undertaking their respective responsibilities.

A core feature of emergency preparedness, and a sub-tier document to the *Emergency Operations Plan*, is the Departmental Emergency Response Plan. These plans (required of every university department) outline specific expectations of departmental employees in response to varying types of emergencies. All personnel are required to be trained in these plans.

The *Emergency Operations Plan* also identifies individual Emergency Action Plans (EAPs) where patrons are a key constituency at a university event and warrant special attention during a campus emergency. These plans not only provide detailed guidance to employees, but also describe specific actions to be taken to protect attendees at a sports event, concert, show, etc., that may be in progress during a campus crisis. Additionally, ISU has entered into several agreements with other state and local entities which permit the use of university facilities by local emergency response agencies in the event of a regional crisis. These terms are delineated in Memorandums of Understandings (MOUs).

The *Emergency Operations Plan* is intended to be a dynamic document that applies to a broad range of emergency situations. The plan has been prepared by Emergency Management and reviewed by the Incident Management Team. This plan will be reviewed on an annual basis by Emergency Management and modified as deemed warranted.

PROMULGATION DOCUMENT AND SIGNATURE PAGE

ISU is committed to protecting the welfare of its campus and community members as well as its intellectual property and facilities. For this reason, this *Emergency Operations Plan* has been developed and will continually be refined as new methodologies emerge. With the implementation of this plan, the University is well positioned to effectively respond to emergencies, minimizing the impact while maximizing the effectiveness of university resources. The plan will also set in motion the groundwork for recovery and return to typical operations.

For the University to properly respond to emergencies, the campus community needs to be vigilant and willing to meet the enormous challenges that emergencies present. As such, the campus population and community partners all have specific responsibilities. Emergency Management has been charged with developing and maintaining the campus *Emergency Operations Plan*. The ISU Police Department is responsible for immediate response to emergencies while working with local law enforcement agencies and other emergency responders to maintain a constant state of readiness. Additionally, all buildings are required to have Building Emergency Action Plans that outline how occupants are to respond to various types of emergencies. In addition, designated departments are expected to develop Venue Emergency Action Plans that outline strategic protective actions of attendees during large gatherings.

The *Emergency Operations Plan* is also designed to help students, employees, and guests respond appropriately when emergency conditions arise. Those in leadership positions from all departments across campus commit time and resources to emergency preparedness and fulfill their roles as defined in the *Emergency Operations Plan*. Every member of the ISU community should understand their role in emergency situations.

Please review this plan and become personally committed to the plan's goal of protecting our students, faculty, staff, and visitors should an emergency take place on our campus.

Thank you,



Terri Goss Kinzy, President

RECORD OF DISTRIBUTION

| Name | Title | Agency/Department | Date |
|------------------------|----------------------|---|------|
| Darren Wolf | Manager | Bloomington Communications Center | |
| Jamal Simington | Chief | City of Bloomington Police Department | |
| Eric West | Chief | City of Bloomington Fire Department | |
| TBD | Regional Coordinator | Illinois Emergency Management Agency | |
| Eric Hodges | Director | ISU Emergency Management | |
| Katy Killian | Chief of Staff | Illinois State University | |
| Aaron Woodruff | Chief | ISU Police Department | |
| Cathy Beck | Director | McLean County Emergency Management Agency | |
| Jon Sandage | Sheriff | McLean County Sheriff's Office | |
| Rhonda Flegel | Executive Director | METCOM | |
| Mick Humer | Chief | Town of Normal Fire Department | |
| Steve Petrilli | Chief | Town of Normal Police Department | |
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TERMS, ACRONYMS AND DEFINITIONS

| Term | Acronym | Definition |
|--|--------------|--|
| Building Coordinators | BC | Pre-identified employees that work within university buildings who will support occupants and liaise with first responders |
| Building Emergency Action Plan | Building EAP | Building-focused emergency action plan |
| Critical Incident Response Team | CIRT | University team that helps student(s) stabilize their life circumstances after a major incident |
| City of Bloomington | COB | Community municipal partner with local agencies, including law enforcement, that may partner with ISU to respond to incidents |
| Continuity of Operations Plan | COOP | Plan that outlines how the University will continue operations in the aftermath of a significant incident |
| Damage Assessment Team | DAT | Specialized team that assesses structures after an incident |
| Demonstrations Support Team | DST | University team that plans for student-organized demonstrations |
| Emergency Operations Center | EOC | A fixed or virtual facility where incident coordination occurs |
| Emergency Operations Plan | EOP | Plan focused on the University as a whole entity |
| Family Assistance Center | FAC | Location where families reunite and receive information and services following a major emergency incident |
| Hazard Mitigation Plan | HMP | Plan that identifies and ranks threats and hazards facing the University, including strategies for mitigating them (lessening their impacts) |
| Homeland Security Exercise and Evaluation Program | HSEEP | Federal doctrine on the development, conduct, and evaluation of emergency drills and exercises |
| Incident Commander | IC | The person ultimately responsible for managing the response to an incident, generally located at the Incident Command Post |



| | | |
|---|-----------|---|
| Incident Command Post | ICP | A fixed site near the incident where first responders actively manage the incident |
| Incident Communications Team | ICT | University team charged with crafting and disseminating official messages during an incident |
| Incident Management Team | IMT | The University's lead body for coordinating the response to and recovery from university incidents |
| Multi-Year Integrated Preparedness Plan | IPP | Document that outlines a progressive approach to building capabilities through trainings, drills, and exercises |
| Information Technology Cyber Emergency Response Team | IT-CERT | University team that conducts operations in response to a breach of university IT systems or unauthorized release of data |
| Joint Information Center | JIC | A site where Public Information Officers meet to coordinate the collection, analysis, and release of public information during an incident |
| Memorandum of Understanding | MOU | A written agreement between two or more entities |
| National Intercollegiate Mutual Aid Agreement | NIMAA | A compact between institutions of higher education detailing the provisions for requesting and providing support between institutions during incidents or emergencies |
| National Incident Management System | NIMS | Federal doctrine that outlines how the nation responds to incidents and emergencies |
| Situation Unit | SITU | University team charged with finding, gathering, analyzing, and presenting information about the incident |
| Town of Normal | TON | Community municipal partner with local agencies, including law enforcement, that may partner with ISU to respond to incidents |
| Unified Command | UC | Two or more people who are jointly responsible for managing the response to an incident, generally located at the Incident Command Post |
| Venue Emergency Action Plan | Venue EAP | Facility/venue-focused emergency action plan |



BASIC PLAN



Purpose Statement

The following *Emergency Operations Plan* details how the campus community will respond to major emergencies in conjunction with local emergency response agencies and references the role that campus departments will have in supporting the overall emergency response. As State of Illinois emergency response agencies, the ISU Police Department and Emergency Management staff have been trained in NIMS protocols and will respond accordingly in the event of a campus emergency. Should the incident require external emergency response assistance, the NIMS framework will support an integrated tactical response, highlighting the interoperability and compatibility of all response agencies.

In support of emergency response efforts, specific campus personnel representing select emergency response teams and departments have taken formal training and have participated in meetings, strategy sessions, drills, and exercises to be better prepared in undertaking their respective responsibilities.

A core feature of emergency preparedness, and a sub-tier document to the *Emergency Operations Plan*, is the Building Emergency Action Plan. These plans (required of every occupied building on campus) outline specific expectations of facility occupants in response to varying types of emergencies on campus. All personnel are required to be trained on these Plans.

The *Emergency Operations Plan* also identifies individual scenarios where targeted planning is warranted. The resulting plans not only provide detailed guidance to employees, but also describe specific actions to be taken to protect attendees at a sports event, concert, show, etc., that may be in progress during a campus emergency. Additionally, ISU has entered into several agreements with other state and local entities which permit the use of university facilities by local emergency response agencies in the event of a regional crisis. Conversely, the University has entered into agreements with other entities enabling the University to utilize their facilities should the need arise.

The *Emergency Operations Plan* is intended to be a dynamic document that applies to a broad range of emergency situations. The plan has been prepared by University Emergency Management and reviewed by the Incident Management Team. This plan will be reviewed on an annual basis by Emergency Management and modified as deemed warranted.



Situation and Assumptions

Situation

1. An emergency has occurred directly impacting the facilities and population of ISU. Response and recovery actions are necessary for life safety, protection of the environment, critical infrastructure, and academic programs.
2. Building Emergency Action Plans and Venue Emergency Action Plans are immediately enacted for the protection of students, employees, guests, and contractors of ISU.
3. ISU capabilities and resources (personnel, equipment, critical facilities, supplies, emergency response teams, etc.) are required to ensure safe and efficient actions are taken.
 - a. For large-scale incidents impacting ISU and those having multiple jurisdictional authorities, coordination between all levels of government is required. To ensure effective response to these incidents, ISU will:
 - i. Coordinate requests for activation of the Town of Normal Emergency Operations Plan and Emergency Operations Center through the Town of Normal Fire Department or the Town of Normal Police Department.
 - ii. Coordinate requests for activation of the McLean County Emergency Operations Plan and Emergency Operations Center through the McLean County Emergency Management Agency.

Incident-Specific Assumptions

1. Building Emergency Response Plans, Emergency Action Plans, and Emergency Response Teams may adequately address response and short-term recovery operations; therefore, the ISU *Emergency Operations Plan* may not be activated.
2. An emergency will occur that directly affects ISU, and it may occur at any time of the day or night, weekend, or holiday, with little or no warning.
3. Except for the ISU Police Department and Emergency Management staff, the University is not an emergency response organization and depends on community emergency response organizations to help mitigate any emergency.
4. Off-site resources may be activated in advance of ISU's request for assistance to conduct life-safety missions, fire suppression, law enforcement activities, emergency medical services, and other immediate public safety actions.
5. Many emergencies that have the potential to affect the University may also affect the surrounding communities, requiring the University to plan on managing emergency response and recovery activities with limited external resources for an extended period.
6. Mutual Aid Agreements, compacts, and other resources available on the state and federal level will be activated to carry out response and short-term recovery efforts.
7. Ordinary means of communication, transportation, and infrastructure capability will be disrupted in areas within and beyond the immediate affected area of ISU.
8. Students, employees, visitors, and contractors of ISU and transient populations will require sheltering, evacuation, mass care, and medical assistance.
9. Secondary effects resulting from an emergency will create potentially hazardous environments.

10. Available local response capabilities will be exhausted for emergencies and disasters having large numbers of casualties/injuries, and damage to buildings, critical facilities, tools/resources, and critical infrastructure.
11. Interruptions will occur in water, natural gas, sewer, electrical, steam, and communications services.
12. Damage Assessment will be critical in determining situational awareness.
13. Economic impacts will be broad and long-lasting.
14. An emergency may prevent adequate dissemination of public information, warnings, and messaging.
15. The succession of events in an emergency or disaster are unpredictable; therefore, this plan will be utilized as a guidance document and adapted accordingly for the specific needs of the emergency situation.

Plan-Specific Assumptions

In the event an individual assigned an emergency management responsibility is absent or unable to perform their duties, those duties and responsibilities will be transferred to a pre-designated and trained alternate.

1. Campus emergencies may occur at any time of year, any day, and at any time with no warning.
2. Campus emergencies can be caused by an accident, a natural disaster, or criminal behavior by an individual or group.
3. During an emergency, all departments and divisions will work in a coordinated manner and share resources toward a common goal.
4. Since events in an emergency or disaster are not predictable, published emergency plans will serve only as a guide and may require modification to meet the requirements of the emergency or disaster.
5. Depending on the scale and scope of the emergency, the EOC may be activated and staffed with appropriate personnel and departments that have responsibilities as outlined in the EOP.
6. The EOC will support the Incident Commander in meeting operational objectives; it will generally not direct tactical operations (unless the EOC is also serving as the Incident Command Post).
7. Most incidents are handled locally, but some incidents may exceed the capabilities of the University and require the support and resources of local, county, state and federal governments, private institutions, and/or other entities.
8. In addition to students, employees, and visitors, university response personnel may be affected by an emergency. This may impede their ability to respond.
9. Critical infrastructure, equipment, and supplies needed to respond to an emergency may be unavailable due to the incident. This may complicate, delay, or reduce the effectiveness of the response.
10. Key vendors, contractors, and suppliers may be disrupted during an emergency.
11. Rumors and misinformation will spread as the community attempts to gather information about the hazard.

12. Communications are likely to be disrupted or compromised during a disaster, due to damage to related infrastructure or by the burdens placed on communications systems due to high levels of usage. This is especially true of wireless technology.

Concept of Operations

The operational aspects of the University *Emergency Operations Plan* are concepts based upon the National Incident Management System (NIMS). With its emphasis on management-by-objective, NIMS creates a coordination and decision-making framework that will be utilized by the University in emergency response. Use of NIMS further facilitates the University's ability to communicate and coordinate response actions with external emergency response agencies and partners.

The University *Emergency Operations Plan* will be activated by the Director, Emergency Management, or designee, in coordination with Incident Command, to ensure proper command, control, communications, and coordination is maintained throughout response and recovery.

Individual Facility/Site

For incidents occurring at an individual site/facility, the designated departmental emergency plan coordinator, department head, or designee will implement the Building Emergency Action Plan in accordance with procedures and take actions necessary for immediate life-safety and/or life-saving requirements. If additional resources or capabilities are needed, a designated representative will contact the ISU Police Department.

Campus (Internal) Response

The ISU Police Department serves as the University's first responders and will:

- Take appropriate actions for the immediate protection of students, employees, visitors, and contractors of ISU and transient populations in accordance with procedures
- Notify Emergency Management and assign a command staff member to respond to the Emergency Operations Center

Town of Normal/McLean County Emergency Operations Plan/Emergency Operations Center Activation

Upon notification of an emergency impacting ISU from the Town of Normal or McLean County Emergency Operations Center, ISU may activate its Incident Management Team and Emergency Operations Center, where the team will coordinate:

- Taking appropriate actions for the immediate protection of students, employees, visitors, and contractors of Illinois State University, and transient populations in accordance with procedures
- Designating a representative to report to, and serve as, the authorized and designated Liaison Officer to the Town of Normal/McLean County EOC
- Directing that representative to report to the Town of Normal/McLean County EOC



Resources

ISU capabilities and resources will be used to the maximum extent possible to affect life-safety and life-essential restoration of services. In the event of a large-scale disaster involving multiple jurisdictions, ISU will request additional resources through off-site authorities having enabling jurisdiction. Further, Memorandum of Understandings (MOUs), Mutual Aid Agreements, compacts, partnerships, and other agreements will be utilized to the fullest extent possible throughout an emergency to ensure an optimized allocation of resources is maintained.



Safety

Regardless of the scope and magnitude of an emergency, ISU will conduct operations in accordance with local, state, and federal laws, rules, regulations, and policies of ISU, the State of Illinois, McLean County, and the federal government.

Site Control

Law Enforcement will be provided directly through the ISU Police Department. As required by event scope and magnitude, the ISU Police Department will request additional law enforcement resources to provide security at all operational and tactical areas, and/or for the conduct of investigatory actions. ISU Police Department personnel will request outside assistance, when needed, via the McLean County 911 Communications Center.

Victim Handling–Deceased

All examinations, identification, notification of next of kin, and other procedures for release of a body or tissue for final disposition, will be governed by provisions of the McLean County Coroner’s Office Mass Fatality Response Plan.

Victim Handling–Injured

Initial response to injuries involving students, employees, visitors, and contractors at ISU, and transient populations will be managed within scope of practices and Good Samaritan laws, rules, and regulations established by the state and federal government.

Medical response and emergencies will be directed, without hesitation to the responsible off-site authority through immediate notification of the McLean County 911 Communications Center.

Victim Handling–Survivors

Those who are survivors of emergency events will have their own unique needs. The University will assist survivors with reunification of family, if applicable, medical (non-emergency) and mental health support, meals, a room, and transportation on an as-needed basis.

Communications

Communications throughout response and recovery will be conducted in accordance with standard operating procedures. Based on the scope and magnitude of the emergency, and the command-and-control structure required for response and recovery, communications protocols may be established and implemented by one or more of the following:

- The University’s Media Relations Department
- Incident Command Post
- The University’s Emergency Operations Center
- Town of Normal/McLean County EOC
- A Joint Information Center

Communications required as a result of activation of the University’s *Emergency Operations Plan* will be coordinated and managed by the University’s Incident Management Team. For multi-jurisdictional incidents, the University will participate in a Joint Information Center.

Emergency Priorities

In any emergency, ISU's overriding mission is to:

- Protect life safety
- Achieve incident stabilization
- Minimize property damage
- Minimize environmental impact
- Protect critical infrastructure and facilities
- Carry out academic and administrative continuity activities

The general emergency response priorities are as follows:

- Facilities critical to health and safety, i.e., medical care facilities, emergency shelters, food supplies, sites containing potential hazards
- Facilities that sustain emergency response efforts, i.e., energy and utility systems, police department, emergency operations centers, communications services, information technology infrastructure, transportation systems
- Buildings used by dependent populations, i.e., residence halls and university student apartments, occupied classrooms and offices, child care centers, occupied auditoriums, arenas, and special event venues
- Unoccupied classrooms and research buildings
- Unoccupied administrative buildings

Note: The relative characteristics of a particular emergency event (such as the time of day when an incident occurs) may alter the above prioritized categories.

Declaring a State of Emergency

Upon official adoption of the *Emergency Operations Plan*, the President of ISU is authorized to declare a campus State of Emergency when conditions present, or are believed to present, peril to the safety of the campus community. A declaration of emergency is not required to activate the EOC, nor is a declaration required to receive state or federal assistance. When a declaration of emergency is made, it empowers the University to undertake extraordinary measures to carry out the priorities necessary to respond to and recover from the incident. Examples of extraordinary measures that may be employed include:

- Suspend classes, close the University, alter academic and administrative schedules
- Suspend activities and events
- Suspend university policy
- Reassign university personnel
- Reassign university facilities and property

Other measures may be undertaken based on the nature of the incident. These actions are designed to be temporary in nature. All temporary emergency measures cease when the President of ISU rescinds the Declaration of Campus Emergency.

Emergency Lines of Succession

In the event of a significant emergency when key university personnel are incapacitated or are otherwise unable to respond to the emergency, this section outlines the designated lines of succession for university officers and other key roles.

University President

1. Vice President for Academic Affairs and Provost
2. Vice President for Student Affairs
3. Vice President for Finance and Planning
4. Chief of Staff
5. Vice President for University Advancement
6. Associate Provost

Vice President for Academic Affairs and Provost

1. Associate Provost
2. Associate Vice President for Undergraduate Education
3. Associate Vice President for Academic Fiscal Management
4. Associate Vice President for Research and Graduate Studies
5. Associate Vice President for Academic Administration
6. College Dean (order determined by current academic enrollment, with the highest enrollment ranking highest on this listing)
7. Chair of Chairs and Directors Council

Vice President for Student Affairs

1. Associate Vice President (Event Management, Dining and Hospitality, Career Center, Health Promotion and Wellness)
2. Assistant Vice President/Dean of Students
3. Assistant Vice President (Police, Housing, Marketing, Emergency Management)
4. Director of University Housing Services
5. Associate Dean of Students (Parent and Family Services, Marketing, Commencement & Special Events)

Vice President for Finance and Planning

1. Associate Vice President (Budget Office, PRPA)
2. Associate Vice President (University Comptroller)
3. Associate Vice President (Facilities, Planning and Operations)
4. Associate Vice President (Office of Technology Services)
5. Associate Vice President (Human Resources)
6. Assistant Comptroller (Director of Payroll)
7. Director of Facilities Planning & Construction
8. Director, Facilities Management



Vice President for University Advancement

1. Chief Operations Officer
2. Assistant Vice President
3. Executive Director, University Marketing and Communications
4. Executive Director, Alumni Engagement
5. Executive Director, Development

Chief of University Police

1. Deputy Chief, University Police
2. Lieutenant of Investigations, University Police
3. Sergeant (based on seniority), University Police

Director, Emergency Management

1. Deputy Director, Emergency Management
2. Assistant Director, Environmental Health and Safety (Fire/Life Safety Section)
3. Director, Environmental Health and Safety
4. Director, University Risk Management



Functions Assigned to Organizations Involved in Response

The ISU Police Department (ISUPD) is the lead emergency response entity within ISU. The Chief of Police of the ISUPD has overall command of campus emergencies, and the Director, Emergency Management has overall coordination for campus emergencies.

If an emergency or disaster extends beyond the perimeter of ISU, is external to, yet affecting ISU or is beyond the legal enabling authorities of ISU, Incident Command will be established in accordance with NIMS and the responding jurisdiction’s policies. The Director, Emergency Management will assign a university representative to the Incident Command Post and will coordinate university response and recovery efforts as appropriate.

In addition, various departments and designated teams have responsibilities and authorities during and after emergencies.

| Department /Unit/Role | Responsibility |
|---|---|
| Illinois State University Police Department | <ul style="list-style-type: none"> • Serve as university’s first responders to campus emergencies • Stabilize incident • Request and liaise with outside public safety agencies at the incident site |
| President | <ul style="list-style-type: none"> • Convene and Lead Policy Group • Declare a State of Emergency |
| Policy Group | <ul style="list-style-type: none"> • Suspend classes, close the University, or otherwise alter the academic and administrative calendars • Liaise with community leaders and elected officials • Temporarily suspend University Policy • Authorize emergency spending measures • Participate in media briefings • Frame emergency-specific policies as needed (emergency personnel policies, special financial assistance for employees or students, temporary support services such as child care, etc.) • Address legal issues associated with the emergency in conjunction with the Office of General Counsel |
| Emergency Management | <ul style="list-style-type: none"> • Convene and lead Incident Management Team |
| Incident Management Team | <ul style="list-style-type: none"> • Lead body to coordinate the University’s response to emergency situations, continuity and recovery operations of emergencies and disasters • Director of Emergency Management is lead of this team and can temporarily assign or reassign university facilities, personnel, teams, resources, and assets • Temporarily halt university activities • Communicate with the University community, media, Policy Group, and the public |



| | |
|-------------------------------|---|
| | <ul style="list-style-type: none"> • Liaise with local, county, state, and federal emergency management partners • Coordinate continuity activities |
| Student Health Services | <ul style="list-style-type: none"> • Enact mechanisms to receive, triage, stabilize, treat, transfer care of and release patients that present to Student Health Services |
| Environmental Health & Safety | <ul style="list-style-type: none"> • Serve as the campus resource for hazardous materials monitoring • Liaise with public safety hazardous materials response teams • Monitor department/unit response activities for safe operating practices |
| Emergency Response Team Leads | <ul style="list-style-type: none"> • Convene and lead team • Receive briefing from the Emergency Operations Center • Brief team members • Account for team members and their safety in the field • Report progress and requirements to the Emergency Operations Center |



University Closures, Essential Services & Roles

The University may be closed for a number of reasons, including inclement weather, inaccessibility of the campus, unsafe operating conditions, loss of work force, loss of utilities or technology, loss of facilities, etc.

Emergency Management is responsible for collecting and providing pertinent information so that the University President, or designee, can make an informed decision on an appropriate course of action. When time and conditions permit, the Emergency Operations Center will be open for the purpose of gathering information about the incident, identifying and assessing impacts to university operations and developing well-informed recommendations.

In making a decision, the President, or designee, may choose to cancel classes, close the University, start late, or dismiss early. Below are the procedures to be followed for each course of action, outlining the basic steps that will be taken to make informed decisions and notify the campus community.

Remain Open

If it is determined that the majority of employees and students can safely report to work/classes or remain on campus, no specific action will be taken. In this situation, no notifications will be communicated.

Employees are expected to make a reasonable effort to report to work at their regularly scheduled time. Each employee will individually determine if conditions permit safe travel to work. If the University is open and an employee is unable to report to work on time due to the incident, the employee is responsible for notifying their supervisor and should follow guidance provided by Human Resources for the appropriate procedure for reporting time.

Students are to report to classes as scheduled unless they are canceled. Students should review the attendance policy as stated in the ISU Undergraduate Catalog and each course syllabus if they are unable to attend a class due to the incident.

If an incident, such as severe weather, develops during the workday but the University remains open for operations, employees should contact their supervisor/designee for permission to leave work if concerned about safely driving home. Personnel in essential roles will be expected to stay.

Cancelation of Classes Only

If conditions are such that it is determined hazardous for students to report to campus and/or walk on campus (e.g., frigid temperatures, debris, damaged property, prolonged utility outages, widespread flooding, etc.), classes may be canceled while the University remains open. Class cancelations may apply to daytime classes and/or evening classes, for the entire day or a portion of the day. If a cancelation is issued for classes only, unless otherwise stated, the University will remain open, and employees will be expected to stay or report to work.

University Closure (including Late Opening, Early Dismissal)

University closure, which shall include late openings and early dismissals, will be declared when conditions are such that it is considered unsafe for employees and students to report to work or class. Only personnel in essential roles will be required to report to work.

University Laboratory Schools

The Superintendent of Laboratory Schools has the delegated authority with approval of the Provost, College of Education Dean, or designee to cancel classes at University High School and Thomas Metcalf School. The Laboratory Schools Superintendent will make the closure announcement directly to local news media, to a representative of the Media Relations staff, and to the Director of Emergency Management. When the Laboratory Schools are closed but the University remains open, designated building support staff are required to report to work. All other non-designated staff, under the direction of the school Principal, will not report to work unless the school Principal approves that option.

In the event the University cancels classes, or modifies work schedules, the Laboratory Schools will also follow appropriate university guidelines provided by Human Resources. Since the schools are required to make up the days lost for school closings, staff who follow the Lab School academic year, as well as Faculty Associates, will have the opportunity to make up the missed time due to the closure.

Communications

Once a course of action has been determined, the Director of Media Relations will note the class cancelation, late opening or university closure on the University website and social media sites. A communication (i.e., email) will be sent to all faculty, staff, and students. An ISU Emergency Alert message may also be sent to ensure a timely notification. Local/regional media outlets will also be advised of the course of action.

The decision to delay opening, cancel classes, or close the University for daytime activities should be communicated no later than 5:30 a.m., unless conditions warrant otherwise. For evening classes, the announcement of this decision should be made by 2:30 p.m. and all classes starting at or after 5 p.m. will normally be affected.

Time Recording

Information relative to recording of time and employee compensation during university closures due to severe weather are outlined in the severe weather memo maintained by Human Resources.

Essential Services

Essential services are defined as those services within a department that are required to continue to ensure the safe and effective operation of the campus. Each department head is responsible for designating roles to carry out the essential services and identifying both primary and backup personnel for each role. The department head is further responsible for ensuring that identified personnel are aware of their duties and responsibilities associated with their operations when the University has been closed.

Essential services vary by incident and the table below outlines a reasonable expectation of services that should be maintained in the event an identified incident type takes place.

Every incident is dynamic, and it is reasonable to expect alterations and additions to who is considered an essential employee. The definition of essential services may change depending on the nature of the incident. In general, the Emergency Operations Center, Human Resources, the Vice Presidents, or a Vice Presidents' designee will identify additional essential services during an incident and will seek concurrence from the Policy Group for implementation during the incident.

Safety of employees is essential. If conditions exist that endanger the safety of an essential employee, the supervisor should be made aware of such situations immediately so alternate measures can be taken. The *Emergency Operations Plan* will provide further details on essential roles and how they fit into emergency incidents.



MOUs, Contracts and Agreements

ISU maintains Memorandums of Understanding (MOUs) with governing bodies and agencies outlining predetermined agreements in emergency situations. ISU also maintains contracts for services the University does not internally provide, such as Fire/EMS services. ISU currently has the following MOUs, Contracts, and Agreements. Mutual Aid Agreements are a form of MOU and are utilized by some departments independent of the EOP, such as the ISU Police Department.

NIMS Adoption & MOU Descriptions

NIMS Adoption

Documentation that states that Illinois State University has an emergency response system in place for critical incidents including the adoption of the of the National Incident Management System (NIMS) concept of emergency planning, incident command, and unified command. The University also has set a policy in place to train appropriate personnel in emergency management practices to the recommended levels and provide continuing training as required.

Memoranda of Understanding and Agreements

Town of Normal and ISU Emergency Operations Center MOU

The purpose of this MOU is to set forth certain agreements between the Town of Normal and The Board of Trustees of Illinois State University to establish reciprocal access to the parties' respective Emergency Operations Center (EOC) in the event of an emergency.

Unit 5 and ISU MOU

This intergovernmental agreement is entered into by and between Community Unit School District No. 5 (McLean and Woodford counties) and the Board of Trustees of Illinois State University, regarding the reciprocal use of facilities. Unit 5 may use ISU's Redbird Arena as an emergency evacuation.

Illinois Central School Bus MOU

The purpose of this MOU is to formalize the agreement of cooperation between ISU and ICSB insofar as ICSB's support of ISU's emergency evacuation of university facilities when mass transportation is deemed warranted. Illinois State University contracts with ICSB for bus services and this agreement will enable ISU to call upon ICSB in order to provide transportation of persons who are being/have been evacuated from ISU facilities and warrant subsequent transportation to a secondary safe location.

Connect Transit MOU

The purpose of this MOU is to continue the spirit of cooperation between ISU and Connect insofar as Connect's support of ISU's emergency evacuation of university facilities when public transportation is deemed warranted. The agreement between ISU and Connect will enable ISU to call upon Connect in order to provide transportation of persons who are being/have been evacuated from ISU facilities and warrant subsequent transportation to a secondary safe location.

American Red Cross MOU

The American Red Cross provides services to individuals, families, and communities when disaster strikes. The purpose of this shelter and services agreement is to define the working relationship between American National Red Cross and the Board of Trustees of Illinois State University in preparing for and responding to emergency and/or disaster relief situations. In this agreement, the parties express their intent to collaborate and provide support as specifically provided for in this agreement.

Exelon: Clinton Power Station MOU

The Clinton Power Station Emergency Plan provides for written agreements to document the roles between Exelon Nuclear and our supporting organization in the event of an emergency. This agreement identifies the emergency measures to be provided, the mutually accepted criteria for implementation, and the arrangements for exchange of information. Pursuant to a shelter care agreement with the American Red Cross of the Heartland, the University provides services, in coordination with the Illinois Emergency Management Agency and the McLean County Department of Health, as temporary emergency public shelter at an appropriate location, in support and coordination of the evacuation of members of the public in the event the need arises. These locations are Redbird Arena and Horton Field House.

National Intercollegiate Mutual Aid Agreement

Recognizing that emergencies may require assistance in the form of personnel, equipment, and supplies from outside the area of impact, the participating institutions who are signatories hereto are hereby establishing a NIMAA. Through this agreement, participating institutions shall coordinate assistance and share resources during emergencies on the terms and conditions set forth herein.

Request for Outside Assistance

Most emergencies impacting the University are handled by university departments and teams. The University has its own police department of sworn police officers and they respond to thousands of incidents per year. When additional internal support is needed, the University may activate one or more of its emergency response teams. Some of those teams, specifically the Critical Incident Response Team and the Housing On-Call Crisis Team, respond to numerous incidents per year.

However, some incidents are of a unique nature or large scope that outside assistance is required to address the incident in a timely or safe manner. The ISU Police Department has agreements in place with area law enforcement agencies that permit the immediate request for mutual aid services. In addition, other university units have additional memoranda of understandings and agreements in place to augment internal capabilities should they be needed.

Law Enforcement Mutual Aid

The ISU Police Department has standing mutual aid agreements with the Illinois Law Enforcement Alarm System (ILEAS), which is the State's coordinating body for law enforcement mutual aid. These agreements support rapid request and response of outside law enforcement agencies to the campus community, should a request be made by the ISU Police Department. These same agreements support ISU Police personnel responding to other jurisdictions' requests for assistance.

Higher Education Mutual Aid

ISU is a signatory of the National Intercollegiate Mutual Aid Agreement (NIMAA), which is an agreement between institutions of higher education designed to (1) streamline the request for emergency assistance and (2) streamline the process to provide assistance during times of need. Modeled after the nation's state-to-state mutual aid system, each NIMAA signatory has agreed to legal and financial stipulations that do not need to be revisited during a time of crisis.

State of Illinois Mutual Aid

If the University requires any other outside assistance, resources, personnel, equipment, teams, etc., the University's Emergency Operations Center will make a request to the McLean County Emergency Management Agency, who will attempt to fulfill the request. If they are unable to fulfill the University's request, they notify the State of Illinois Emergency Operations Center, who will facilitate our request.

Transportation Support

The Office of Parking and Transportation maintains agreements with area bussing providers that can be called upon to assist with relocation and/or evacuation efforts during emergency incidents, as requested by the EOC.

Insurance Support

Some insurance policies held by the University provide for support services during and after an incident. The depth and breadth of these support services are dependent on the incident type and policy coverage.

Contractors and Partners

Various university departments maintain agreements with partners who can provide services during and after an incident. Generally, these agreements extend the reach of services provided by university departments and allow us to reduce the incident's impact to the University.

Emergency Procurement

The State of Illinois has policies and procedures that govern the procurement of goods and services by state entities, including universities. Included are provisions for engaging in emergency procurement, which are judiciously utilized when the due process typically afforded the procurement process would create an undue burden.

Typical Emergency Procurement Procedures

While not common, situations do arise that trigger the use of emergency procurement procedures. The State of Illinois and the University have procedures in place to assist departments through these situations. When rapid procurement is needed during campus emergencies, existing avenues should be pursued. Examples include:

- Utilizing existing, centrally held, high-dollar limit Procurement Cards
- Temporarily increasing Procurement Card spending limits
- Leveraging Master Term agreements
- Leveraging Pre-Disaster Contracts

Additional Emergency Procurement Sourcing Methods

Under the Illinois Procurement Code, a university may use emergency purchasing authority when there exists a threat to public health or public safety:

1. When immediate expenditure is needed for repairs to university property in order to protect against further loss or damage to university property;
2. To prevent or minimize serious disruption in critical university services that affect health, safety, or collection of substantial State revenues; or
3. To ensure the integrity of university records

Under these provisions, the University may, through the Director of Purchasing, or designee:

1. Make emergency procurements without competitive public bidding or prior notice
 - a. Multiple quotes are highly encouraged
 - b. Diversity goals still apply and must be considered when selecting a vendor
3. Consult with the State's Chief Procurement Officer should a request for extension be warranted
4. Notify the Procurement Policy Board and Commission on Equity and Inclusion of all emergency procurements within five calendar days after the contract is awarded
5. Carry out other actions as outlined in the Procurement Code 30 ILCS 500/20-30 and Administrative Rule 44 IL. Adm. Code 4-2030

In addition, under a University State of Emergency, the following additional university-level authorities are granted, to the limited extent necessary to support the emergency incident:

1. Suspension of University Policies related to financing
2. For purchases over \$250,000, the state requires three signatures
3. Request a special Board of Trustees meeting should emergency procurements greater than \$500,000 be required

If any of these procurement avenues are utilized, thorough justification and documentation are required.

Legal Authorities, References, Standards

Selected Laws and Directives

Emergency Operations Plan

110 ILCS 12/20¹ requires that Illinois institutions of higher education “develop a National Incident Management System-compliant, all-hazards, emergency response plan in partnership with the institution's county or major municipal emergency management official, report the plan to this official, and have training and exercises for the plan annually at a minimum.” This Plan serves as the emergency response plan identified in the statute.

Violence Prevention Plan

110 ILCS 12/20 further requires institutions of higher education to develop a “multi-jurisdictional campus violence prevention plan, including coordination of and communication among all available campus and local mental health and first response resources as well as communication with governmental agencies and school districts contiguous to the higher education institution's boundaries, in partnership with the institution's county or major municipal emergency management official, report the plan to this official, and have training and exercises for the plan annually at a minimum. The campus violence prevention plan shall include the development and implementation of a campus violence prevention committee and campus threat assessment team.” The [Violence Prevention Plan](#) is available on the ISU Safety and Security website: Security.IllinoisState.edu.

The Illinois Emergency Management Agency (IEMA) Act

The Illinois Emergency Management Agency Act (20 ILCS 3305²) outlines the statutory authority for the Illinois Emergency Management Agency to provide a series of services within the state. The Act also defines a disaster, emergency management, and other related terms relevant to this practice. While the Act does not prescribe how ISU will implement its emergency management program, it does outline the emergency powers of the Governor; expectations of services and limitations of the Illinois Emergency Management Agency during and after an emergency; and provisions for the establishment of higher education and K-12 school emergency management grants.

Illinois State University Law

The Illinois State University Law (110 ILCS 675/20-145³) stipulates that the University will make mutually agreed buildings available for emergency purposes, at the request of the Illinois Emergency Management Agency or the American Red Cross. The spirit of this law is to allow the Illinois Emergency Management Agency to utilize state-supported properties in the aftermath of a catastrophic disaster.

¹ <http://www.ilga.gov/legislation/ilcs/fulltext.asp?DocName=011000120K20>

² <http://www.ilga.gov/legislation/ilcs/ilcs3.asp?ActID=368&ChapterID=5>

³ <http://www.ilga.gov/legislation/ilcs/ilcs4.asp?ActID=1134&ChapterID=18&SeqStart=100000&SeqEnd=3596875>



While specific examples are not cited in the Law, a likely scenario includes but is not limited to utilizing university facilities as reception centers and/or shelters to support disaster survivors.

Emergency Services, Disaster and Civil Defense

29 Illinois Administrative Code 301⁴ outlines provisions for implementing the Illinois Emergency Management Agency Act (20 ILCS 3305). Counties and municipalities with greater than 2 million residents are mandated to establish an emergency services and disaster agency (generally named emergency management agencies). Via this Administrative Code, ISU is not required to establish such an agency, but requirements stated for mandated agencies can provide applicable reference for the University's emergency management program.

Good Samaritan Act

745 ILCS 49⁵ outlines civil damages protections for people who provide emergency-related assistance in a good faith manner. The Act specifically identifies licensed medical professionals (doctors, nurses, pharmacists, emergency medical technicians, etc.) who provide emergency care outside of their typical work setting. The Act also covers persons who are responding to disasters or catastrophic events.

In addition to covering licensed or certified professionals providing care outside of their typical work setting, the Act also provides civil damages coverages for citizens who provide emergency care, such as providing cardiopulmonary resuscitation, utilizing an automated external defibrillator, or rendering first aid.

Federal Laws, Directives and Guidance

The National Incident Management System and Presidential Policy Directive 5

The National Incident Management System (NIMS) uses a core set of concepts, principles, procedures, processes, standards, and terminology that may all be integrated with school emergency management practices. The collective use of NIMS across all local incident response agencies, including K-12 schools and institutions of higher education (IHEs), and disciplines creates a common operating picture, promoting mutual goals and responsibilities, and ultimately, more efficient, and effective response services.

Furthermore, in the event of a large-scale incident crossing multiple jurisdictions and disciplines, NIMS unites all response teams across all the participating jurisdictions and facilitates effective and appropriate assistance from outlying communities when needed based on the size and complexity of the incident. All K-12 schools and IHEs—urban, suburban, and rural; large and small—receiving Federal preparedness monies through the U.S. Department of Education (ED), the U.S. Department of Homeland

⁴ https://www.illinois.gov/iema/laws/Documents/Regs/29_301.pdf

⁵ <http://www.ilga.gov/legislation/ilcs/ilcs3.asp?ActID=2076&ChapterID=58>



Security (DHS), and/or the U.S. Department of Health and Human Services (HHS) are required to support the implementation of NIMS.

Homeland Security Presidential Directive 5 (HSPD-5) requires NIMS adoption and implementation by all local jurisdictional levels and functional disciplines for use across the full spectrum of potential incidents and hazard scenarios. NIMS defines local jurisdictions and includes schools, school districts, and IHEs. Although schools and IHEs are not traditional response organizations, they have immediate and critical roles in response such as providing command and management directives until local first responders arrive.

Presidential Policy Directive 8

National preparedness efforts, including planning, are now informed by Presidential Policy Directive (PPD)-8⁶, which was signed by the President in March 2011 and describes the nation's approach to preparedness. This directive represents an evolution in our collective understanding of national preparedness, based on the lessons learned from terrorist attacks, hurricanes, school and IHE incidents, and other experiences.

PPD-8 defines preparedness around five mission areas: Prevention, Protection, Mitigation, Response, and Recovery. These mission areas generally align with the three timeframes associated with an incident: before, during, and after.

Most of the Prevention, Protection, and Mitigation activities generally occur before an incident, although these three mission areas do have ongoing activities that can occur throughout an incident. Response activities occur during an incident, and Recovery activities can begin during an incident and occur after an incident. To help avoid confusion over terms and allow for ease of reference, herein these are referred to as "before," "during," and "after."

Jeanne Clery Act

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act, signed in 1990, is a federal statute codified at 20 U.S.C. § 1092, with implementing regulations in the U.S. Code of Federal Regulations at 34 CFR 668.46 requires reporting of crime statistics and general information about the emergency response and evacuation procedures for the University are to be publicized each year. The Clery Act also outlines the requirement of Timely Warnings, trainings, exercises, drills, and evacuation procedures. [The Annual Security Plan](#) is available on the ISU Safety and Security website available at: Security.IllinoisState.edu.

⁶ <https://www.dhs.gov/presidential-policy-directive-8-national-preparedness>



Emergency Operations Plans Guidelines

Guide for Developing High Quality Emergency Operations Plans for Institutions of Higher Education

The U.S. Department of Education, the U.S. Department of Homeland Security, the Federal Emergency Management Agency, the U.S. Department of Justice, the Federal Bureau of Investigation, and the U.S. Department of Health and Human Services collaborated to develop a guide⁷ for higher education institutions to develop emergency operations plans. This guide outlines planning partners, development processes, plan content, and formatting.

This guide aligns with Presidential Policy Directive 8 and encourages formatting aligned with the “before,” “during,” and “after” nomenclature.

CPG 101, Developing and Maintaining Emergency Operations Plans

In 2010, the Federal Emergency Management Agency (FEMA) updated its plan for emergency operating planning. Known as CPG 101⁸, this document provides guidance for all levels of governments and for all sectors to develop and maintain their emergency plans. This comprehensive document prescribes a planning process and a suggested format for the plan. Since this guide covers all sectors, it has the broadest list of content topics for consideration in the plan.

CPG 101 also covers several formatting options, based on how the institution organizes its emergency response activities. This guide is still widely utilized within the industry, while some higher education institutions have migrated to the High Quality EOP document released three years later.

Higher Education Authorization Act

Title XI, Section 1108 establishes a requirement for the study of the environmental health and safety standards at institutions of higher education and will develop recommendations to develop frameworks to maintain overall protection of the environment and of the health and safety of those using university facilities.

Nationally Recognized Standards

Emergency Management Standard

The Emergency Management Accreditation Program (EMAP) has developed the Emergency Management Standard⁹ that contains 64 individual standards across the entire spectrum of an organization’s emergency management program. A relevant section of the standard covers the *Emergency Operations Plan* and 30 elements that should be addressed. The standard also explains how

⁷ <http://rems.ed.gov/IHEGuideIntro.aspx>

⁸ <https://www.fema.gov/media-library/assets/documents/25975>

⁹ <https://www.emap.org/index.php/what-is-emap/the-emergency-management-standard>

the *Emergency Operations Plan* relates to other plans within an organization's emergency management program, namely:

- Hazard Identification and Risk Assessment (before the incident)
- Hazard Mitigation Plan (before the incident)
- Continuity of Operations Plan (during and after the incident)
- Recovery Plan (after the incident)

This Standard is voluntary and non-binding. Organizations that wish to apply for EMAP certification must meet the provisions in the Standard, but no other body is required to comply. However, many organizations use this Standard as a benchmark when assessing their program, while other organizations utilize this Standard to help mature their program or more closely align it with an established Standard.

Emergency Operations Plan Template for Institutions of Higher Education

The Illinois Emergency Management Agency (IEMA) has produced and provided a template to guide campuses in the development of their Emergency Operations Plan. The template¹⁰ includes the major elements of relevance to the higher education community. This template is not required by IEMA but is rather designed to help institutions ensure they are comprehensive in their emergency planning efforts.

McLean County References

McLean County Emergency Operations Plan

The McLean County Emergency Management Agency (EMA) maintains the county's comprehensive emergency operations plan. This county plan is similar in function and purpose to this plan, where strategies are identified for the response to major emergencies and disasters. Where appropriate, this plan will reference capabilities and roles within the county plan.

McLean County Tactical Interoperable Communications Plan

The McLean County Tactical Interoperable Communications Plan (TICP) outlines the capabilities and modes of public safety two-way radio communications during routine and emergency situations. The McLean County Emergency Management Agency (EMA) is the steward of this plan and ISU was a full participant in its creation and subsequent updates. This Emergency Operations Plan references the TICP when declaring emergency communications procedures.

¹⁰ <https://www.illinois.gov/ready/plan/pages/schools-respond.aspx>



Plan Maintenance & Review

The ISU *Emergency Operations Plan* is a living document and will be reviewed annually and updated/revised as deemed appropriate. To ensure the Plan remains current and functional, interim revisions may be made when any of the following occurs:

- A change in university site or facility arrangement that affects implementation of the plan
- A material change in response resources and/or protocols
- An incident occurs that results in a review
- Internal assessments, third party reviews, or lessons learned from drills, exercises or actual responses identify significant changes that should be made
- New laws, regulations, or internal policies are implemented which may affect the plan
- Other significant changes are identified

Plan changes, updates, and revisions are the responsibility of Emergency Management, with input and guidance from the Incident Management Team.

Approved plans will be published on the University's Safety & Security (Security.IllinoisState.edu) and Emergency Management (EmergencyManagement.IllinoisState.edu) websites.

Training, Drills and Exercises

This *Emergency Operations Plan* outlines response procedures for a range of emergency scenarios. However, implementation of those procedures are contingent on the University community being aware of this (and other) plans and periodically training on those plans. The University emergency management program develops a Training & Exercise Plan that details how university priorities are satisfied by attending training sessions and conducting drills and exercises. Further, all training, drills, and exercises meet or exceed requirements as set forth by the Clery Act and the Violence Protection Plan.

The Department of Homeland Security’s Exercise and Evaluation Program (HSEEP) prescribes a methodology for creating and maintaining a Multi-Year Integrated Preparedness Plan. This methodology encourages organizations to identify their priorities related to training and exercises, map those to core capabilities, and develop a multi-year roadmap for achieving those priorities.

When identifying the types of activities that satisfy organizational objectives, the chart below illustrates and promotes a progressive approach that builds capabilities over time. For example, a seminar may be appropriate to introduce audience members to a newly developed plan, whereas a drill involves participants practicing a capability, whereas a full-scale exercise creates a realistic simulation of a scenario.



Progressive Exercise Program¹¹

¹¹ https://www.fema.gov/media-library-data/20130726-1914-25045-8890/hseep_apr13_.pdf



Capability Levels Defines

Seminar

This is a low-stress, informal discussion in a group setting with little or no simulation. The orientation seminar is used to provide information and introduce attendees to the policies, plans, and procedures defined in one or more Emergency plans.

Workshop

A workshop generally involves a team collaborating to develop a product, like a plan, policy, procedure, training activity, promotional material, etc. The hands-on nature of this activity separates it from the seminar.

Tabletop Exercise

This is a facilitated group analysis of an emergency situation in an informal, stress-free environment. The Tabletop Exercise is designed for examination of operational plans, problem identification, and in-depth problem-solving.

Game

A game is a competition-style activity designed to promote interactive learning of one or more emergency-related topics. Examples include adapting a *Jeopardy!* game to one or more emergency topics, promoting an activity to locate as many fire extinguishers as possible within a 12-hour period, etc.

Drill

The drill is a coordinated, supervised exercise used to test a single specific operation or function. It involves deployment of equipment and personnel. A drill often involves a single emergency response team exercising its specific capabilities.

Functional Exercise

The Functional Exercise is a fully simulated interactive exercise that tests the capability of an organization to respond to a simulated event. This exercise focuses on the coordination of multiple functions or organizations and takes place in an Emergency Operations Center. The Functional Exercise strives for realism, short of actual deployment of equipment and personnel.

Full-Scale Exercise

The Full-Scale Exercise is a simulated emergency event, as close to reality as possible. It involves all emergency response functions and requires full deployment of equipment and personnel. Typically, in a business setting, this exercise should include fire, law enforcement, emergency management, and other agencies and organizations as identified in the scenario.

While this Plan does not promote or define any specific training or exercise activities, it does prescribe that a Multi-Year Training and Exercise Plan exist and be maintained. This plan further prescribes that the University community will participate, when appropriate, in periodic emergency-related training and exercise activities to help build and sustain a culture of preparedness.

FUNCTIONAL ANNEXES

Direction and Control

This section outlines protocols for directing and coordinating emergency response efforts, collaborating with other jurisdictions and emergency response organizations, and effectively prioritizing the use of available resources.

Situation

1. An emergency has occurred directly affecting the campus, facilities and populations of ISU.
2. ISU has activated its Incident Management Team and/or implemented plans and procedures that require command, control, communications, and coordination of internal and possibly external resources.

Assumptions

1. Individual departments will implement their Building Emergency Action Plans and facilities will implement their Emergency Action Plans for the immediate protection of students, employees, visitors, and contractors of ISU and transient populations.
2. ISU will activate command and control elements to establish a unified incident management structure.
3. For large scale events and those having multiple jurisdictional authorities, integration of ISU into the response efforts will be required at locations including, but not limited to, the University Emergency Operations Center, Incident Command Post, Unified Command Post, Area Command, Town of Normal Emergency Operations Center, and/or McLean County Emergency Operations Center.

Concept of Operations

1. Overall *command* of campus emergency operations is the responsibility of ISU's Chief of Police or designee. ISU's Director of Emergency Management or designee will *coordinate* emergency response measures of all campus response resources, faculty, and staff.
 - a. The decision to implement an emergency action or response plan will be based upon probability or actual occurrence of an emergency threatening the health, safety, and welfare of the campus population and be the sole responsibility of ISU's Chief of Police.
2. Responsibility for emergency and disaster response lies with the lowest governmental jurisdiction involved.
3. If an emergency occurs within ISU, and does not extend beyond campus emergency response organizations, ISU's Chief of Police or designee retains command and control.
 - a. ISU will make use of all normally available campus resources to respond to a disaster. If the campus is incapable of effectively responding to an emergency, or does not have enabling authority for response, outside assistance will be required and requested through the appropriate organization.



4. On-site command and control of individual departments will remain with the operating department/office heads with coordination from ISU's Director of Emergency Management or designee.
 - a. ISU's Director of Emergency Management will provide overall coordination of campus emergency operations.
 - i. As such, for incidents that do not extend beyond campus emergency response organizations, ISU's Chief of Police or designee will act as the Incident Commander (IC).
5. If an emergency or disaster extends beyond the perimeter of ISU, is external to yet affecting ISU, or is beyond the legal enabling authorities of ISU, Incident Command will be established in accordance with NIMS and the responding jurisdiction's policies.
6. For incidents where an off-site jurisdiction has legal enabling authorities, ISU's Chief of Police or designee will report to the ICP and coordinate response and recovery efforts as appropriate.

For immediate life safety and medical emergencies, campus staff, faculty, contractors, students, and visitors are directed to contact 911 or local emergency service providers.

Emergency Activation Levels

Assumption

At ISU, emergency incident types are analyzed for severity and impact and are assigned a corresponding response level. These levels are adapted from FEMA's EOC Activation Levels¹² and serve as a guide for notifying and/or activating the Incident Management Team to a certain level. These are guides only, and the EOC Manager will staff the team based on the needs of the unfolding emergency.

Activation Level: Monitoring

Monitoring incidents are generally isolated in nature or are in the early stages of development. Few positions are generally activated with the purpose of gaining situational awareness and determining if any further coordinating steps are warranted. During *Monitoring* activations, the team may convene in locations other than the Emergency Operations Center, including virtually, at the incident site, or in offices or conference rooms.

Example incidents: Severe Weather threat in the area, non-credible bomb threat, lost/endangered person.

Activation Level: Partial

Activation incidents are moderate in scope, involve emergency response from multiple public safety agencies and/or university departments and may disrupt one or more academic or administrative functions of the University. During *Partial Activation* incidents, additional IMT positions are activated, and the team convenes in the EOC or virtually. These incidents may escalate quickly and may also require assistance from outside of the University. The Virtual EOC is generally established to provide initial situational awareness and to digitally coordinate the team's activities.

Example incidents: Person with a weapon, shots fired, significant acts of violence, significant pre-planned events, credible bomb threat, homicide on campus, mass unplanned gathering.

¹² <https://emilms.fema.gov/is775/assets/eocactivationlevels.pdf>

Activation Level: Full Activation

Full Activation incidents are larger, or complex incidents that require additional roles in the EOC. This category of incidents is generally the most impactful, potentially resulting in the significant risk to human life, university property, the environment, and/or significantly impacting university operations. These incidents can be complex and dynamic, requiring a well-coordinated response.

Example incidents: active shooter on campus, public health emergency, storm resulting in significant damage to university facilities, mass casualty incident, major fire/explosion/collapse, significant impact/long-duration utility outage, large Hazardous Materials incident, unexpected loss of a facility, multi-day closure, significant cyber incident, significant IT disruption.

Roles and Responsibilities

1. University Chief of Police

The ISU Chief of Police is the lead law enforcement official for the University and is ultimately responsible for delivering first response services to the University community. During a campus emergency, the ISU Chief of Police has the following responsibilities:

- Establish and maintain an Incident Command Post
- Activate the University's emergency notification system (branded *ISU Emergency Alert*) to disseminate initial messages to students, employees, visitors, contractors, and transient populations
- Determine when and issue timely warnings as necessary under 5.2.3
- Implement the missing persons policy 5.2.2
- Coordinate jurisdictional policies for the conduct of emergency operations
- Direct the University's law enforcement operations and manage resources
- Establish and maintain Common Operating Picture and share regular briefings with the Director of Emergency Management and Incident Management Team
- Serve as a key member of the University Incident Management Team

2. Director of Emergency Management

The ISU Director of Emergency Management is responsible for managing the University's comprehensive emergency management program (prevention, mitigation, preparedness, response, continuity/recovery). During a campus emergency, the Director of Emergency Management is responsible for coordinating response activities. Specific responsibilities include:

- Receive and analyze disaster intelligence and situational awareness from a variety of sources, including university employees/students and off-site resources
- Alert key decision-makers and emergency personnel
- Implement the *Emergency Operations Plan*
- Direct activation of the University Emergency Operations Center (primary, alternate, and/or virtual) and serve as its manager
- If activated, designate an authorized representative to deploy to the Incident Command Post, Town of Normal and/or McLean County Emergency Operations Center

- Implement emergency communications plans internally and externally with higher, lateral, and subordinate response organizations
- Establish and maintain contact with other emergency operations centers and with off-site organizations involved in response, continuity, and/or recovery efforts
- Establish and coordinate university policies and procedures for the conduct of emergency operations
- Activate the University's Incident Management Team
- Authorize implementation of the Continuity of Operations Plan to ensure continuity of essential services
- Maintain all documentation, records, expenditure receipts, etc., for an emergency
- Distribute strategic action planning priorities internally and externally with higher, lateral, and subordinate response organizations identifying requirements of potential operating environments and for the development of Incident Action Plans

3. University Incident Management Team

The Incident Management Team (IMT) is the University's lead body charged with coordinating the emergency response, continuity, and recovery activities for the University. Specific responsibilities include:

- Designate a single point of contact for media release from a trained and qualified Public Information Officer
- Establish a Joint Information Center
- Implement plans to disseminate emergency alerts and warnings to vulnerable populations
- Coordinate logistics support for response, continuity, and recovery
- Implement evacuation, shelter, and protective actions recommendations for students, employees, visitors, contractors, and transient populations
- Provide university intelligence, equipment, material, supplies, personnel, etc., in support of efforts to mitigate the emergency and protect life, property, and the environment
- Prioritize the assignment and utilization of scarce university resources in support of response, continuity, and recovery efforts
- Coordinate activation of university emergency response teams in support of response and short-term recovery operations
- Collect records of all expenditures for emergency resources utilized/obtained during an emergency
- Establish strategic action planning priorities in the following manner to coordinate and manage disaster response, continuity, and short-term recovery operations:
 - Life-safety
 - Search and rescue
 - Transportation route restoration and services
 - Implementation and maintenance of site security
 - Temporary restoration of critical infrastructure (i.e., safety/control systems, telecommunications/networking systems, life essential services)
 - Temporary health and welfare (i.e., shelter, food, medical assistance)



- Preservation and securing of crime scene evidence or localized areas of interest
- Delivery of Critical Incident Stress Debriefing to responders and university community members
- Obtain intelligence to determine scope, magnitude, and complexity of the incident
- Distribute intelligence, safety messaging, and critical and priority information requirements to decision-makers and emergency personnel
- Develop and provide periodic situation reports to the Policy Group
- Implement the Continuity of Operations Plans
- Conduct all operations in accordance with applicable local, state, and federal rules, regulations, and ISU policies

4. University Emergency Response Teams

The University maintains a number of emergency response teams to provide direct support services within their scopes of practice. These teams are utilized during emergency response and are not the day-to-day activities of team members. The impact of the emergency incident will determine the need for team activation. Some teams activate, operate, and deactivate on their own, while others are activated by Emergency Management or the Incident Management Team as needed depending on emergency impacts, number of people involved, and the consequences of the emergency at hand. The EOC reserves the right to activate teams based on the circumstances of the incident. During major campus emergencies, the Incident Management Team may direct the activities of any/all teams. General expectations of all emergency response teams include:

- Establish and maintain contact with Emergency Management or the Incident Management Team
- Provide regular updates to Emergency Management or the Incident Management Team
- Conduct all operations in accordance with applicable local, state, and federal rules, regulations, and ISU policies

High-level responsibilities of each emergency response team are listed below.

Incident Communications Team (ICT)

The Incident Communications Team (ICT) is responsible for crafting and sending official messages during an incident. The scope of this team includes media relations (including a Joint Information Center, if stood up), social media posting, ISU Emergency Alert follow-ups, emergency call center, mass emails, and individual communications.

Situation Unit (SITU)

The Situation Unit (SITU) is a national standard term that is charged with finding, gathering, analyzing, and presenting information about the incident as it progresses. Typical inputs include social media, traditional media, two-way radios, cameras, weather observations, campus events, incident-specific statistics, emergency team statuses, etc. The SITU presents its data in the form of dashboards, situation reports, briefings, maps, etc.

Critical Incident Response Team (CIRT)

The Critical Incident Response Team (CIRT) serves to help students stabilize their life circumstances after a major incident, such that they may return to their academic work. Staff in the Dean of Students Office serve in a 24/7 on-call rotation on CIRT.

Damage Assessment Team (DAT)

The team is activated when high wind, flood, and/or earthquake damage has occurred, or is suspected to have occurred, to university facilities. The team assesses facilities for safe occupancy; posts placards on assessed buildings indicating occupancy restrictions; and shares results with the Emergency Operations Center. The team consists of university professionals from Facilities Planning & Construction, Facilities Management, Environmental Health & Safety, and Construction Management faculty.

The University's team has been trained in and utilizes FEMA's protocols and practices when conducting damage assessment activities. Since this program is a national standard, our Damage Assessment Team can integrate with similar teams when widespread damage warrants a regional response.

IT Cyber Emergency Response Team (IT-CERT)

The IT-CERT is responsible for conducting response operations in response to a breach of University IT systems or an unauthorized release of university data. The team is comprised of IT professionals, the ISU Police Department, and others as needed to resolve the incident. The IT-CERT lead communicates with the IT position within the EOC to ensure both groups are fully informed as the incident progresses.

Severe Storm Spotting Team

The University has approximately 30 trained employees who comprise our Severe Storm Spotting Team. Each team member attends a storm spotting class with curriculum provided by the National Weather Service. The team is activated when severe weather is imminent or occurring in or around the campus area. Severe storm reports are provided to the University Emergency Manager who, in turn, shares those reports with McLean County Emergency Management Agency and the National Weather Service.

Our timely reports aid the National Weather Service in determining the issuance of severe thunderstorm, tornado, and flash flood warnings. Our reports further inform the McLean County Emergency Management Agency on activating the community's outdoor warning sirens.

Shelter Management Team

This still-forming team will oversee the standing-up, operation, and standing-down of one or more on-campus shelters. Shelters are stood up when persons displaced by an incident require sleeping or other accommodations and suitable arrangements both on- and off-campus are not immediately available. This service has capabilities to support people with Access and Functional Needs and pets.

Demonstrations Support Team (DST)

The Demonstrations Support Team will strive to uphold the safe expression and the exchange of ideas on the campus of ISU through the following actions that guide our work:

- Welcoming and educating student demonstration participants
- Assisting student demonstrators in their planning process
- Communicating to administrative leadership regarding known and/or anticipated plans for student protests and demonstrations
- Remaining present at campus student demonstrations or protests
- Taking action to keep participants safe during student demonstrations activities
- Communicating to administrative leadership and/or campus law enforcement when actions exhibited by individuals or groups of students during expressive activities might meet the definition of disruptive or prohibited behavior
- Following up with a report on the demonstration and the DST team response

University Housing Crisis Response Team

This team helps students with crisis, health, and safety responses, providing overall support to return students' attention to their academic pursuits.

Building Coordinators

While not an emergency response team as others listed above, a Building Coordinator program is being rolled out on campus (started in 2020) with one or more identified employees within a building being trained to support building occupants and first responders during emergencies. These personnel provide valuable initial assistance before first responders arrive and further serve as a knowledgeable liaison when first responders are on-site.

5. Policy Group

The Policy Group is led by the President, or designee, and is generally comprised of the President's Cabinet and other personnel as invited by the President. The Policy Group provides direction and guidance to the IMT, primarily involving policy decisions resulting from the emergency's impacts to university operations. Examples of responsibilities during response, continuity, and/or recovery operations include:

- Direct and advise the Incident Management Team
- Make strategic policy decisions
- Consider and approve curtailment of campus activities, including class cancellations, early dismissals, late starts and partial or full campus closures
- Consider and approve alternate use of facilities and properties, up to and including closures
- Set spending authority for the Incident Management Team and authorize expenditure requests exceeding established thresholds
- Perform high-level conflict resolution
- Participate in press conferences
- Maintain contact with local, state, and/or federal officials

6. University Facilities



Personnel within university facilities will often be the initial responders to emergency incidents, assessing the situation, rendering aid, and making key initial decisions prior to the arrival of first responders. To help guide actions, each university building is required to have a current Building Emergency Action Plan (EAP). This Building EAP covers a variety of emergency incident types and how personnel within the building should respond. Expectations of building personnel during campus emergencies include:

- Implement the EAP for immediate life-safety requirements
- Notify the ISU Police Department of an EAP implementation
- Establish and maintain contact with Emergency Management or Incident Management Team
- Under the direction of Emergency Management or Incident Management Team, coordinate and manage activities or personnel throughout response and short-term recovery operations
- Provide logistical support for response, continuity, and recovery
- Implement department Continuity of Operations Plan if necessary
- Participate in the Joint Information Center as directed
- Maintain records of all expenditures for emergency resources utilized/obtained during an emergency and share those records with the Incident Management Team
- Provide just-in-time training for responding personnel as appropriate
- Conduct all operations in accordance with applicable local, state, and federal rules, regulations, and ISU policies

7. University Venues

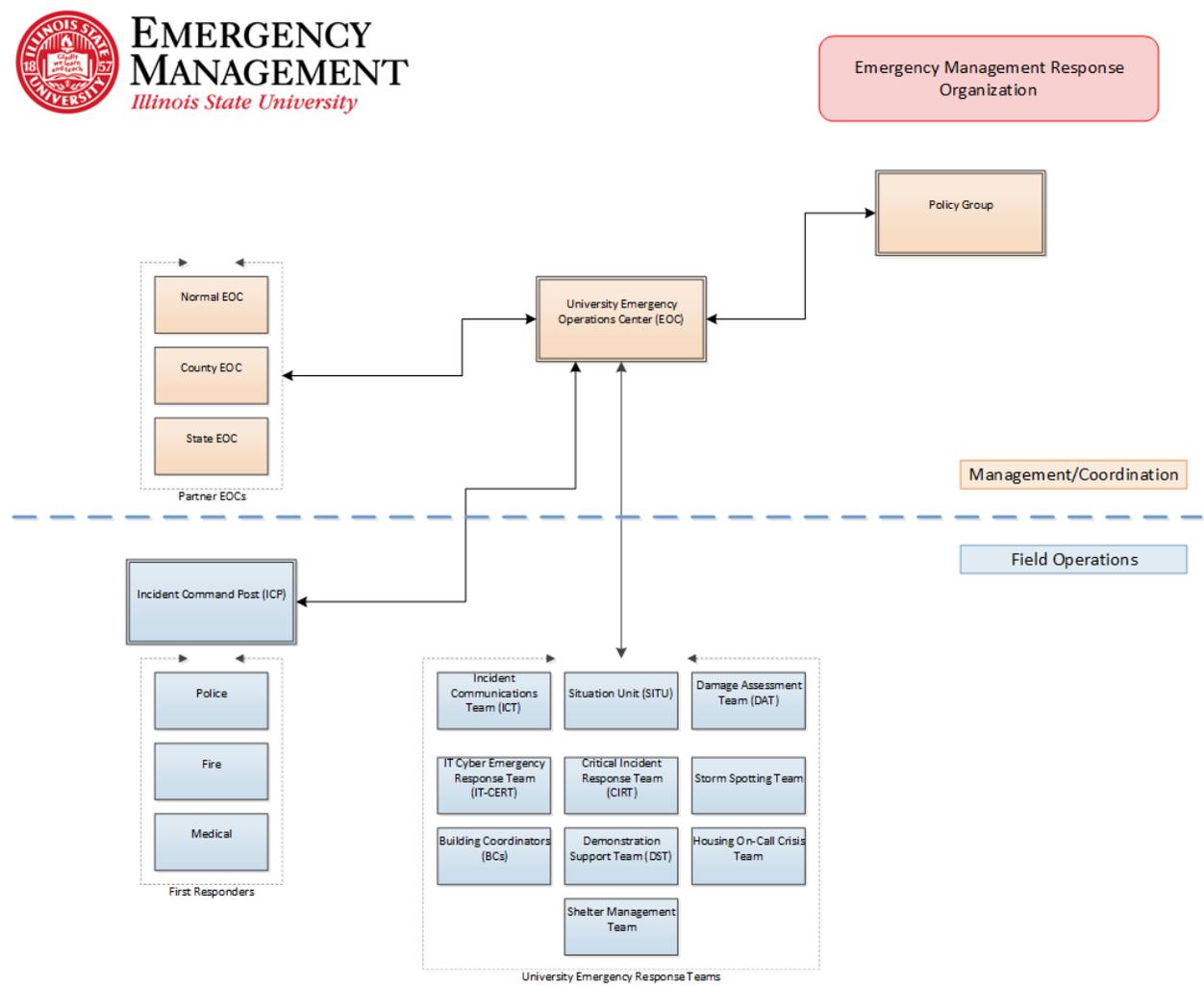
University venues that regularly host a large number of guests are required to have a current Venue Emergency Action Plan (EAP). The Venue EAP details procedures for mass sheltering-in-place, securing-in-place, and evacuations. It should also contain pre-scripted messaging that can be delivered to facility occupants during emergencies. Finally, the Venue EAP should contain roles and responsibilities for employees of the facilities to help carry out provisions of the plan.

The Venue EAP is distinct from the Building EAP in this way: the Building EAP identifies how facility personnel will respond to various emergency scenarios while the Venue EAP identifies how venue personnel will direct and assist guests in responding to various emergency scenarios.

Examples of university facilities that should have Venue Emergency Action Plans include, but are not limited to:

- Redbird Arena
- Hancock Stadium
- University Quad
- Bone Student Center/Braden Auditorium/Bowling and Billiards Center
- Center for Performing Arts

This organizational chart illustrates how information will flow among and between the University, Town of Normal, McLean County EOC, and the state EOC, as well as how these entities coordinate with field operation during emergency incidents.



Radio Communications

Two-way radio communications are a critical enabling factor during emergency operations. Radio communications are utilized throughout day-to-day operations and their use is amplified during emergencies. Therefore, it is essential that the University maintain (or select partners who maintain) reliable and fault-tolerant radio systems.

Goal 1: Maintain robust, fault-tolerant two-way radio communications systems

Objective 1.1: Maintain in-house and/or contracted two-way radio services that support the University's day-to-day and anticipated emergency communications needs.

Objective 1.2: Ensure that redundancies and growth capabilities are considered in communications systems utilized by the University.

Goal 2: Ensure reliable modes of communications are available during emergencies

Objective 2.1: During emergency operations, ensure maintaining reliable two-way radio communications and coordinated, interoperable communications strategies are priorities.

Objective 2.2: Identify and implement procedures to alter day-to-day communications practices to support emergency operations.

Objective 2.3: Maintain capabilities to request outside communications assistance should the need arise.

Objective 2.4: Participate in and fully support applicable interoperable communications plans and protocols.

Courses of Action

Various university departments and programs rely on two-way radio communications to support their day-to-day operations. The University contracts with providers who own and maintain the infrastructure while the University owns the radios and accessories. When designing or contracting for services, the University accounts for (1) handling excess capacity expected with emergency situations and (2) mechanisms for radio systems to survive adverse conditions.

Day-to-Day Communications at the University Police Department

The ISU Police Department utilizes two-way radio systems for its daily operations and requires a high-level of performance and availability as radios are considered an essential safety element for police officers responding to emergency situations. The radio system in question is the State of Illinois' Starcom21 System ("Starcom"). Starcom is used by McLean County public safety agencies as well as hundreds of other public safety agencies throughout the state. This system provides built-in redundancies, wide-area coverage, and interoperability with other response agencies.

This radio system is built into the ISU Police Department's dispatch consoles and squad cars, and a portable radio is also issued to every officer. Each radio is programmed so ISU officers can directly communicate with other area responders via their primary dispatch channels. In addition, every ISU Police radio has a range of channels set aside for use during multi-agency/multi-jurisdiction events. For example,

during major university planned events and emergency incidents, Starcom has the built-in capacity to accommodate large-scale, sustained radio operations.

Regarding infrastructure, the Starcom system has more than 150 radio tower sites throughout the state with one of those sites located on our campus. This site provides excellent day-to-day coverage of indoor and outdoor campus spaces. Since Starcom is statewide in its architecture, ISU Police officers can maintain uninterrupted contact with the dispatch center when traveling to remote sites such as the ISU Farm in Lexington, or to other areas of the state to perform investigation activities.

Day-to-Day Communications for University Departments

The University partners with one or more providers for two-way communications services for university departments (excluding the ISU Police Department). These systems have primary communications infrastructure on campus, which result in high-quality coverage within and outside university buildings.

Most departments utilizing radio equipment utilize portable radios and some are using two-way radio applications on phones, computers, and similar platforms. Each radio is programmed to (1) reach radio users with whom they need to communicate; and (2) in the event of an emergency, ensure communications interoperability is possible.

The ISU Police Department dispatch center and the University's Emergency Operations Center maintain Starcom equipment and the ability to communicate on a limited number of channels available to departmental users. One such channel has been designated the Emergency channel and any campus radio user can switch to this channel to reach the ISU Police Department dispatch center and the Emergency Operations Center.

Backup Communications

In the event of a primary phone or radio communications failure, a number of backup provisions are in place.

The power systems for on-campus radio systems are backed up by Uninterruptable Power Supplies (UPS batteries) and a generator.

The radio dispatch system within the ISU Police Department is backed up by Uninterruptable Power Supplies and a generator. Similarly, the Emergency Operations Center communications center is backed up by a generator.

Should the ISU Police Department dispatch consoles fail, radio communications can be transferred to the McLean County Communications Center (METCOM). In addition, the ISU Police Department can temporarily locate a dispatcher within the University Emergency Operations Center, which has both public safety and campus radio capabilities.

Should primary radio systems fail for the region, the University maintains at least one legacy radio system and a cache of portable radios that could be issued to priority users.

Should all conventional radio systems fail within the region, all University portable radios are configured to operate in a direct radio-to-radio fashion. This capability permits two radios in close proximity to communicate with one another.

In the event of a widespread radio systems failure, the University can ask the McLean County Emergency Management Agency to request auxiliary communications assets from the State of Illinois. The State has supplemental portable radios and trailer-based infrastructure systems to support an area.

Emergency Communications

During periods of campus emergencies, typical radio usage practices may need to be altered to support emergency response and/or recovery efforts. Decisions to alter routine radio practices during emergency situations will be made by: (1) the ISU Chief of Police, or designee, for ISU Police communications and by (2) the Director of Emergency Management, or designee, for the departmental radio system. Examples (non-inclusive) of communications-related considerations during emergencies include:

- Deviating from day-to-day radio channel assignments
- Temporarily redistributing radio equipment from their primary users
- Requesting supplemental communications assets and capabilities
- Limiting day-to-day radio usage
- Assigning personnel (either internally or via requests from partner agencies) to serve as incident dispatchers

Emergency Notification

Providing emergency warning and notification of threats and hazards is a core responsibility of the University's emergency management program. A number of organizations issue warnings that may impact the University community, including the National Weather Service, the Illinois Emergency Management Agency, and the Federal Emergency Management Agency, among others. In addition, the University maintains a robust warning and notification capability. Specifically, ISU Emergency Alert is the University's branded emergency notification system that provides rapid notification for a range of emergencies. An ISU Emergency Alert will be issued, without delay, upon confirmation of a significant emergency or dangerous situation occurring on campus that involves an **immediate threat** to the health and safety of the University community (Policy 5.1.15). In situations that are not an imminent or impending threat, the ISU Police Department may send a Crime Advisory (Timely Warning), in compliance with the Clery Act, for crimes that occur on or near campus that pose a **serious or continuing threat** to the campus community (Policy 5.2.3). These situations are evaluated on a case-by-case basis taking into account the frequency of the offense, likelihood for additional occurrence, continuing danger to the University community, and risk of compromising law enforcement efforts.

Goal 1: Enact a robust, fault-tolerant notification system that reaches the entire university community

Objective 1.1: Maintain and mature ISU Emergency Alert to ensure notification dissemination methods reach the University community and are reliable.

Objective 1.2: Maintain multiple channels and fault-tolerant capabilities for ISU Emergency Alert.

Objective 1.3: Enact programs and campaigns to maximize participation in ISU Emergency Alert.

Objective 1.4: Perform regular tests of ISU Emergency Alert to (1) ensure service performs at desired levels and (2) maintain awareness among university constituents of the ISU Emergency Alert service.

Goal 2: Provide regular updates to the University community during an emergency situation

Objective 2.1: Maintain practices and systems that limit delay in issuing notifications to the University community.

Objective 2.2: Enact practices that (1) support timely receipt of intelligence during emergencies (2) so that informed decisions can be made (3) so that timely, regular updates can be shared with the University community.

Goal 3: Ensure the University community remains informed during recovery efforts

Objective 3.1: Dedicate communication channel(s) to recovery messaging.

Courses of Action

ISU Emergency Alert is the service utilized to send notification and warning messages to the University community. ISU Emergency Alert has the ability to send messages via a number of distribution channels and all initial alerts are designed to distribute the message via every channel. Subsequent updates may target specific channels.

Some channels require an affiliated university member to enroll for an alert (namely receiving text messages). Other channels are set for automatic distribution and require no enrollment. A current list of channels and enrollment instructions are located at IllinoisState.edu/EmergencyAlert.

ISU Emergency Alert Adoption

The majority of ISU Emergency Alert's distribution channels require no action on the part of the recipient; such channels are pre-configured to reach all endpoints. However, SMS Text Messaging requires some action on behalf of recipients. University employees and students will have their mobile phone numbers that are registered in Campus Solutions automatically registered for ISU Emergency Alerts. For parents, community members and others, there is a no-cost method to receive text emergency alerts.

Issuing an ISU Emergency Alert

It is the University's intention to provide rapid notification of a threatening or hazardous incident to the University community. As such, the ISU Police Department shift supervisor is empowered to authorize issuance of an ISU Emergency Alert, should the supervisor have a good-faith belief the University community faces an imminent threat. An ISU Police Telecommunicator will issue the alert, via systems readily available at the dispatch station. Incident-specific details, if available and appropriate, will be embedded into pre-scripted alert language. All available distribution channels are included in the initial ISU Emergency Alert.

In addition to the Police shift supervisor, the Chief of Police, Deputy Chief of Police, Director of Emergency Management, and Deputy Director of Emergency Management may also authorize issuance of an ISU Emergency Alert.

Notification Sharing

Despite best efforts, some individuals (especially guests) may not receive the ISU Emergency Alert. As evacuation, sheltering, or other protective measures are enacted, constituents who received the alert are encouraged to notify others within their vicinity. If the whole university community assists in rapid sharing of the alert, more favorable outcomes are assured. In addition to sharing the alert, and if safe to do so, constituents should assist others in identifying shelter or evacuation assembly areas.

Updates

After the initial ISU Emergency Alert is issued, the Incident Management Team is convened, and the Incident Communications Team (ICT) is activated to facilitate the crafting and posting of updates to the campus community. Disseminating frequent updates during a crisis has a noticeable, positive impact on those directly affected. Therefore, the University will strive to post updates at least every 15-20 minutes during the critical response phase, even if no new information is known. The method(s) and channel(s) of updates will be situationally dependent.

Long-Term Messaging

In the aftermath of those few events that have a prolonged recovery cycle, the University will maintain a few (possibly one) communication channels that will serve as the authoritative source for ongoing incident-related messaging. Communications at this stage will be infrequent and will serve to communicate major decisions, milestones, setbacks, and completion information. As with other channels, communications during the recovery phase will include mechanisms for constituents to ask questions, seek assistance, and provide feedback.



ISU Emergency Alert Testing and Maintenance

The ISU Emergency Alert system shall be scheduled for two full-population, all-channel tests per year. These scheduled tests are designed to closely emulate the delivery experience for actual emergencies. Each test shall be followed up with an assessment, review, and recommendations (if any) for enhancements or remediation. These tests may be postponed due to emergency incidents or other circumstances that warrant postponement.

In addition, the stewards and custodians of ISU Emergency Alert will continue to identify, assess, and implement the addition, modification, and retirement of delivery channels. The University will strive to maintain a suite of delivery channels and practices that is relevant to an ever-evolving communications landscape and constituent expectations.

Crime Advisories

Pursuant to the University's Timely Warning Policy 5.2.3 (available at Policy.IllinoisState.edu), the University provides a Crime Advisory to the ISU community when certain crimes, defined by the Clery Act, occur on the Illinois State University campus, or near the campus, and the crime represents a serious or continuing threat to members of the campus community. Crime Advisories are developed and issued by the Illinois State University Police Department, Vice President of Student Affairs, or other designated office.



Public Information and Joint Information Center

Providing timely information to the public and media during and after an emergency incident is the critical role of the Public Information Officer. The University's Media Relations department plays a critical role in shaping the message and the public's impression of the University's response to a crisis. When an emergency event is significant enough that multiple response agencies are involved, a Joint Information Center (JIC) may be necessary to coordinate messaging. This annex will describe the structure and function of public information and a JIC that supports the response and recovery operations of ISU.

Goal 1: Plan with area partners to ensure essential elements of information can be shared to represent a factual picture of response and recovery activities to emergency events.

Objective 1.1: Media relations personnel and staff assigned to the Incident Communications Team (ICT) in the EOC will work to establish messaging processes and priorities prior to an emergency to coordinate messaging.

Objective 1.2: Maintain public information partnerships with partner agencies.

Objective 1.3: To the extent possible, develop templates for standard emergency information, messages, and resources that reflect the public information needs of ISU and partner agencies.

Objective 1.4: Develop mutual aid agreements and memorandums of understanding, establish training for personnel, and conduct disaster exercises to reinforce training and test capabilities.

Objective 1.5: All notifications will be in compliance with Clery Act requirements.

Goal 2: During an emergency event, Media Relations staff will support accurate, timely, and relevant information sharing with the campus community and interested public.

Objective 2.1: Based upon the most up-to-date information available, Media Relations staff will draft messaging for distribution to the community.

Objective 2.2: Media Relations will work in tandem with the ICT to craft messages for both internal and external constituents.

Objective 2.3: Respond to media inquiries, incident dependent, in deference to responding agencies, and provide support to those responders with pertinent university information.

Objective 2.4: Coordinate with the response partners that collaborate with ISU via a Joint Information Center (JIC) to release timely and accurate information to the public; this information will be coordinated, verified, and released in a timely fashion by both public and private entities.

Objective 2.5: If there is an immediate threat to the health or safety of the campus community, the University will follow its emergency notification procedures in compliance with the Clery Act.

Goal 3: Ensure the University Community remains informed of ongoing efforts during recovery efforts

Objective 3.1: Dedicate communication channel(s) to recovery messaging.

Objective 3.2: Continue to field media questions and represent the University as needed.

Courses of Action

Coordinated messaging is critical during and after a major incident or disaster. Large incidents will see first responders from around the region responding to campus. The University will collaborate with representatives from these organizations to ensure messaging delivered to the campus community is as accurate, timely, and pertinent as possible. The University's day-to-day lead for public information development and delivery is Media Relations. When the Emergency Operations Center is active, Media Relations works within the broader Incident Communications Team (ICT). Personnel may work with public information staff from other organizations to develop even more complete and coordinated messaging.

A Joint Information Center (JIC) is a national standard for bringing together public information staff into a single space so joint message development can take place. If a JIC is established, the University will participate, and Media Relations will identify staff to work in the facility. For some incidents, the JIC may be physically located on campus, in which case the Emergency Operations Center will coordinate establishing an appropriate space.

Media Relations

Coordinate with the ICT to develop and deliver messaging in ways that provide incident relevant information to the University community, the media, and the public in an efficient and effective manner.

Incident Communications Team (ICT)

Act as a force-multiplier during EOC activations. ICT focuses on all official, outbound, incident-related messaging.

Situation Unit (SITU)

The SITU monitors and analyzes relevant and accessible sources of information related to the incident. The overriding goal of the SITU is to maintain a current and accurate accounting of the incident at any point in time and to summarize and share that information with the EOC

Developing Successful Public Messages

Successful public information management and dissemination depends on seven steps. ISU Media Relations will endeavor to follow these steps:

1. **Gather:** Media Relations must gather information from multiple and varied sources. Information gathered must be collected and tracked in an organized methodology.
2. **Verify:** Information gathered must be verified for accuracy, analyzed, and sources confirmed.
3. **Organize, Write, Produce:** Incident Commanders, the public, and media need information presented in a useful form, organized by category, priority, and value. Public information is produced in many forms including web-based dissemination, releases, images, and multimedia vehicles.
4. **Review and Coordinate:** Expedient but thorough review of information released is an essential part of the public information process. Reviewers must coordinate with each agency that has information to be released. Given technological advances, however, review and release procedures must be addressed in a manner that facilitate frontline PIOs to act within a defined scope using approved talking points, but with the flexibility to engage immediately to manage outbound communications and efficiently route monitored or incoming information through Media Relations for analysis, response, or to help build subsequent information release efforts.

5. Document: Proper documentation is mandatory for all Incident Command System (ICS) functions. To resolve a miscommunication or dispute, or in the case of litigation, activities must be documented.
6. Dissemination: Media Relations staff must use every internal and external means available to provide information to those who need it—including internal and external audiences.
7. Monitor: Monitoring media and other relevant sources is a crucial function of the SITU. In the past, traditional “media monitoring” was primarily focused on traditional media outlets—television, radio, and newspapers. As technology develops, web-based media, including social media, as modified for use by traditional media, by the public and partner agencies and organizations, must be increasingly integral to a Public Information response. In addition, monitoring online sites for information being disseminated by the public is critical to finding/limiting rumors and false information and for spreading the organization’s mission directly to the public. This monitoring of “open” information is a crucial function of Public Information. Staff must understand and codify what to watch and listen for and identify issues and inaccuracies.

Joint Information Center (JIC)

Under the JIC concept, each agency representative has a commitment to share and coordinate information with all other participating agencies prior to its release to incident command, the media, and the public. At no time should any agency determine or approve information outside their purview of responsibility or assignment within JIC. The JIC is designed as a coordination, analysis, and dissemination point; agency information must be approved within relative command structures. Partners to consider in a Joint Information Center include, but are not limited to:

- Town of Normal (fire, police, public works, emergency management, etc.)
- City of Bloomington (fire, police, public works, emergency management, etc.)
- McLean County (sheriff’s department, health department, highway department, emergency management agency)
- State of Illinois response agencies
- Bloomington-Normal area hospitals
- Illinois Wesleyan University
- Heartland Community College
- Bloomington-Normal area public and private school districts
- Non-governmental organizations (American Red Cross, Salvation Army, etc.)
- Private sector

Intelligence & Situational Awareness

A core function of coordinated emergency response is to make informed decisions. Decision-making within an information void can result in unanticipated or even dangerous outcomes. Key enablers for informed decision-making include maintaining situational awareness.

Lead emergency responders obtain situational awareness by maintaining a stable bi-directional information flow within their scope of responsibility. For example, the Facilities Management Incident Management Team representative can maintain situational awareness of debris removal by maintaining regular contact with the ISU Grounds team, public works teams assigned to ISU, and contractors assigned to ISU. In this scenario, the Facilities Management IMT representative should have the most complete picture of personnel and equipment tasked, progress made, anticipated completions, problems encountered, and unmet needs.

Based on this nearly complete picture of the debris management activity, the overall Incident Management Team can establish realistic objectives, estimate how long activities will take, and share updates with the University community from an informed standpoint.

Goal 1: Develop systems, capabilities, and procedures that will be utilized to maximize access to intelligence during emergency incidents

Objective 1.1: Develop and utilize specialized emergency response teams that focus on gathering intelligence during emergency incidents.

Objective 1.2: Integrate those teams and capabilities into the emergency management program so their activities are coordinated and work in concert with one another.

Goal 2: Receive, analyze, and share intelligence during emergency incidents

Objective 2.1: Obtain intelligence to determine scope, magnitude, and complexity of the incident.

Objective 2.2: Distribute intelligence, critical information requirements, and priority information requirements to all response teams and with public safety partners.

Objective 2.3: Provide critical information, intelligence, and situational awareness updates to all response organizations.

Objective 2.4: Implement campus-wide damage assessment procedures.

Courses of Action

Specialized Teams and Capabilities

Gathering real-time intelligence during an emergency incident can be a daunting but essential task. For many tasks, personnel need specialized training to accurately gather intelligence and share it in a known format. Damage assessment is an example. A trained damage assessment team follows national standards to evaluate, score, and placard each building. Team members also gather a standard set of information about each building and use standard forms to store and share their findings.

ISU either maintains internal capabilities or partners with external organizations to perform specialized intelligence gathering services during emergency incidents.

Social Media

The University maintains a Situation Unit (SITU) to locate, analyze, and share relevant information about the incident, which often includes social media outlets. The team is charged with finding digital calls for help, incident reports, and other posts that may help in providing assistance during an emergency incident.

Damage Assessment

The University's damage assessment team assesses the structural stability of facilities damaged, or believed to be damaged, because of a tornado, earthquake, or other related event. The team uses national standards to evaluate, score, and placard each building. Placarding instructs persons approaching the building what restrictions, if any, are in place for the facility.

Storm Spotting

The University utilizes trained severe storm spotters to look for certain indicators that severe weather is occurring or may soon occur. Training, sponsored by the National Weather Service, instructs attendees in providing a valuable early-warning capability to the University community. The University's storm spotters work in concert with other area storm spotters to provide input into the McLean County Emergency Management Agency (EMA) and the National Weather Service (NWS), which are responsible for activating outdoor warning sirens (EMA) and issuing severe storm warnings (NWS).

Command Post Liaison

When law enforcement or the fire service establishes an on-campus command post to coordinate first responder activities, the University will designate a liaison to report to the command post. This trained role will serve as the University's liaison to the Emergency Operations Center. The liaison will relay any requests from the first responder Incident Command Post to the Emergency Operations Center; will provide periodic updates about university response activities to the Incident Command Post; and will provide periodic updates about first responder activities to the Emergency Operations Center. This role is key to ensuring the activities directed by the public safety Incident Command Post and/or the University Emergency Operations Center are carried out in a coordinated fashion.

Incident Management Team

The University Incident Management Team (IMT) is the body charged with coordinating the University's response to emergency incidents. The IMT carries out its coordination activities based on situational awareness received by the team. Every position within the team is charged with maintaining contact with victims, witnesses, colleagues, teams, contractors, and partners who are involved in the emergency. IMT members share their information with the rest of team and a common operating picture is achieved.

It is this common operating picture that permits the IMT to establish realistic objectives, to fulfill unmet needs, to accurately communicate with the University community, and to make strategic decisions from an informed position.

Shelter-In-Place, Facility Evacuation, Accountability

Certain emergency incidents necessitate that facility occupants take immediate action to protect themselves. Some incidents, like severe weather, may call for seeking shelter within the facility. Other incidents, like a fire or explosion, may call for an evacuation. Additionally, some persons within a facility may require assistance to seek shelter or evacuate the facility.

Equally important is accounting for anyone who may still be in the facility. If necessitated by the incident, public safety personnel will perform search and rescue operations to locate and remove victims. Initial accountability information will be critical as first responders plan rescue operation.

Goal 1: Provide the University community with Evacuation Assembly Areas and shelter areas

Objective 1.1: Identify spaces within each occupied university facility that can most appropriately serve as shelters.

Objective 1.2: Maintain a map of campus evacuation assembly areas.

Objective 1.3: Publicize the location of these spaces and, where appropriate, routes to reach those spaces.

Goal 2: Provide the University community with clear guidance on evacuation procedures

Objective 2.1: Provide guidance for occupants who need assistance in evacuating.

Objective 2.2: Ensure building occupants are evacuated in a timely manner, everyone makes it to an Evacuation Assembly Area, and that accountability is performed.

Goal 3: Investigate and implement improvement planning

Objective 3.1: Conduct post-incident investigations.

Objective 3.2: Implement appropriate improvement, training, and/or remediation plans.

Courses of Action

Emergency Management and Environmental Health & Safety (EHS) will periodically identify spaces within each occupied facility that best serve as severe weather shelter areas. EM and EHS will identify spaces that are away from windows (unless those windows have appropriate wind ratings and/or have been treated with appropriate film), are in lower levels, are in interior spaces, and are otherwise free of other hazards.

When departments develop, update, and train on their Building Emergency Action Plans, they should reference these locations as one means of informing facility occupants.

Emergency Management and Environmental Health & Safety will also share shelter information with facility occupants and, where appropriate, post maps of shelter locations. These actions will further help to inform occupants of the most appropriate spaces to seek shelter.

During an Emergency

During incidents that pose an imminent threat to the University community, the ISU Police Department will issue an ISU Emergency Alert with brief instructions to persons in the area. For a genuine fire within a facility, the message will include an evacuation notice, while for tornado warnings, the message will include shelter instructions.

However, some incidents may occur with no warning and require facility occupants to act according to existing plans. For example, if an explosion occurs within a facility, occupants should not await an ISU Emergency Alert before acting. Building Emergency Action Plans contain response procedures for a variety of plausible emergency types.

If an emergency occurs where no plans were pre-written, occupants should call 911 and use their best judgements to protect themselves and those around them. Emergency responders will be dispatched to the site, will assess the situation, and will provide instructions, as appropriate.

Shelter-In-Place

Emergency situations such as tornado warnings necessitate that facility occupants seek shelter within their building. When reports of a funnel cloud or tornado are in the vicinity of the University, the ISU Police Department will issue an ISU Emergency Alert. Official reports of funnel clouds or a tornado from Storm Spotters will result in the Bloomington-Normal sirens being activated. When either receiving an ISU tornado alert or hearing outdoor warning sirens, building occupants should:

1. Direct all persons to immediately seek shelter
2. Only leave their building if there are no areas that are deemed safe
3. Leave belongings behind, except for a smartphone, if it is readily available
4. Assist others who may not know the location(s) of shelter areas
5. Assist those who may need assistance reaching shelter areas
6. If the building is damaged, attempt to seek further shelter under furniture or other available structures within the shelter area
7. Remain in the shelter until receiving an All-Clear by ISU Emergency Alert or by a public safety official

Evacuation

Facilities are routinely evacuated during fire alarms. During such incidents, the University does not issue an ISU Emergency Alert. An Alert would be issued, however, if a fire or explosion is of significant magnitude to warrant immediate notification of people in the area.

When an evacuation is called for, Building Emergency Coordinators should:

1. Grab their Go Kit and don their safety vest
2. Direct all persons to immediately leave the facility
3. Assist, or recruit others to assist, those who may need assistance exiting the facility
4. Instruct occupants not to use elevators
5. Note anyone who might be remaining at an Area of Rescue Assistance
6. Lead accountability once evacuation is complete
7. Provide a list of missing persons, areas where occupancy is unknown, and those in an Area of Rescue Assistance to police and/or firefighters on scene

When an evacuation is called for, building occupants should:

1. Immediately head to the nearest exit in a calm and orderly fashion
2. Leave belongings behind, except for a smartphone, if it is readily available
3. Assist those who may need assistance exiting the facility
4. Note anyone who might be remaining at an Area of Rescue Assistance
5. Proceed to either the primary or secondary Evacuation Assembly Area
6. Stay out of the way of emergency personnel and equipment
7. Remain in the Evacuation Assembly Area until released by Law Enforcement, Fire Department or Environmental Health & Safety

Accountability

Once personnel are either sheltered or are in an Evacuation Assembly Area, it is critical that the group account for everyone and identify anyone who might be missing. The Building Emergency Coordinator should report missing people, areas where occupancy is unknown, and people in Areas of Rescue Assistance to law enforcement and firefighters so they can appropriately plan for entering the facility and conducting search and rescue operations.

The following steps should be performed to gain an account of personnel:

1. A Building Emergency Coordinator (as identified in the Building Emergency Action Plan) should account for each person known, or believed, to have been in the area
2. Without leaving the area, attempt to verify the location of any missing persons (asking colleagues, phone calls, etc.)
3. Provide a report to the Police or Fire Department

After an Emergency

Once accountability has taken place, instructions will be given to the Building Emergency Coordinator(s). Only ISU Police, Environmental Health and Safety, or the Town of Normal Fire Department can clear the building and authorize reentry. For long-term incidents, detailed instructions will come from the Emergency Operations Center. All people who have evacuated the building should remain at their Evacuation Assembly Areas until cleared back in the building or given instructions by ISU Police, Environmental Health and Safety, or the Town of Normal Fire Department.

After the emergency incident has concluded and operations have returned to normal, Emergency Management will collaborate with Environmental Health and Safety and Building Emergency Coordinators to:

- Review and update Building Emergency Action Plans
- Review and update shelter areas
- Review and update Areas of Rescue Assistance
- Review and update Evacuation Assembly Areas
- Schedule additional training, if appropriate, for personnel

Campus Evacuation

Evacuation of the ISU Campus may be required during emergency events. Evacuation could be limited to specific affected areas, or it may be large-scale if much of the campus is impacted. Evacuations can be short-term, such as a few hours up to 24 hours, or it can be long-term. At its core, evacuation is the movement of people away from danger in a safe, effective, and organized manner to another location that provides basic services (security, water, food, restrooms, and protection from the elements) until it is safe to return or until other arrangements for a more permanent solution can be made. How an evacuation is carried out depends greatly on the conditions at the time of the event, how many people are involved, and the expected duration.

Goal 1: Develop plans and procedures for the evacuation of the University community during emergency incidents

Objective 1.1: Work with university and community partners to ensure the safe and effective evacuation of university facilities in the event of an emergency.

Objective 1.2: Formalize evacuation assembly points across campus and educate the University community of those locations and expectations of what may be required at the time of evacuation.

Objective 1.3: Establish transportation contracts or MOUs with area bussing companies and public transportation systems.

Objective 1.4: Regularly exercise and revise evacuation plans to ensure adequate capability and resources are maintained by ISU and community partners.

Goal 2: Execute university evacuation plans and procedures

Objective 2.1: Ensure adequate alerts and warnings about the emergency event, the need to evacuate affected university facilities, and where to safely gather are made in a timely manner.

Objective 2.2: When necessary, coordinate transportation to aid in evacuation efforts either at the time of the evacuation order or shortly thereafter once impacted campus members have safely gathered at another location.

Objective 2.3: Coordinate ongoing communication and updates with the University community.

Objective 2.4: When needed, establish mass care shelters to house/care for evacuees if the evacuation lasts more than a few hours, or if residential housing is impacted.

Goal 3: Ensure the University community recovers from the emergency incident and evacuees can resume normal activities

Objective 3.1: Dedicate communication channel(s) to recovery messaging.

Objective 3.2: Determine appropriate reentry procedures that are dependent on the events which required the evacuation.

Objective 3.3: Document the costs associated with evacuation and recovery efforts.

Courses of Action

ISU can coordinate the evacuation of the ISU community. Some resources such as transportation may be coordinated with outside entities. Those needing assistance or accommodations will be assisted as needed. The following activities will be undertaken to ensure an evacuation capability exists at ISU.

Before the Incident

Transportation agreements: The Office of Parking and Transportation will maintain and modify transportation agreements as needed to meet the need to transport large numbers of campus members on short notice.

Indoor evacuation and outdoor assembly points: Emergency Management, Environmental Health and Safety, and the ISU Police Department will work together with facility owners to identify on-campus outdoor and indoor evacuation and assembly areas and distribute that information to campus.

Building evacuation procedures: Emergency Management will develop written evacuation procedures and incorporate into Departmental/Building EAPs.

Training, drills, and exercises: Emergency Management will help plan and conduct periodic evacuation training, drills, and exercises to test evacuation plans.

During the Incident

Direction: EOC will determine the most appropriate short-term and long-term, if needed, shelter locations dependent on the event and extent of damage. The EOC will also arrange for transportation to that location(s) as needed. The Office of Parking and Transportation will enact transportation service agreements, as needed. The EOC will provide shelter-in-place or evacuation orders and instructions via ISU Emergency Alert and follow-up messaging to campus.

Evacuation and Shelter locations: Facilities, Environmental Health and Safety and building owners will work together to prepare spaces needed for evacuees. For incidents requiring evacuation to large, indoor space(s), prepare those spaces to accommodate evacuees. Athletics, Event Management, Dining and Hospitality, and Campus Recreation manage the primary locations for long-term evacuation assembly and coordination areas, namely Redbird Arena, Horton Field House, Bone Student Center, and Campus Recreation. During an evacuation that may last several hours and take some time to coordinate transportation resources, ISU community members may need to either shelter-in-place or relocate to a designated safe location. The chosen location will be situationally dependent. If the evacuation occurs during typical mealtimes, EMDH will assist with feeding.

Evacuation locations

Potential on-campus locations: Horton Field House, Redbird Arena, Bone Student Center, Campus Recreation

Potential off-campus locations: Heartland Community College, Grossinger Motors Arena, Illinois Wesleyan University, Unit 5 schools, Eastview Christian Church, Midwest Food Bank, University Warehouse, Rivian, Eastland Mall

Student or Employee Pickup locations: Redbird Arena, Alumni Center, Corn Crib Stadium

Communications: Media Relations, ISU Police, Dean of Students, Facilities, Environmental Health and Safety, Human Resources, and other departments as needed will support communications to the campus



community during evacuation. Events that require evacuation of university facilities will likely involve either damage to the building(s) or some type of hazardous material release. The EOC will coordinate messaging with input from other applicable departments such as ISU Police, Dean of Students, Facilities, and Environmental Health and Safety, depending on the incident.

Entertainment: Other departments such as Dean of Students, Event Management, Dining, and Hospitality, and University Laboratory Schools will coordinate, to the extent possible, to provide social events, entertainment, and activities for evacuees.

Security: ISU Police, Environmental Health and Safety, and contracted security will assist with evacuation security. ISU Police will provide overall site security during evacuation events. Environmental Health and Safety will coordinate to ensure all facilities are safe environments. Contracted security may be used as necessary.

Child Care: See EOP Child Care Annex for more information.

Parking and Transportation: Parking Services will provide adequate transportation services in the need to relocate large numbers of individuals following an evacuation. Transportation services off-campus will be coordinated with Connect Transit, and other resources, as needed.

After the Incident

Reentry: When deemed safe by First Responders, the EOC will coordinate reentry of displaced persons back to campus. After inspection by the Damage Assessment Team, if buildings were damaged in the event, the Incident Management Team will coordinate and communicate re-occupancy. Consideration as to safety, availability of power, cleanup, rebuilding, or replacement of spaces will weigh into all decisions related to a return to campus.

Cost-recovery: All entities involved in the campus evacuation, sheltering, and reentry process will document costs related to the event for purposes of cost-recovery, if applicable, via a Presidential disaster declaration, insurance, or other means.



Family Assistance Center/Reunification

Disaster incidents that result in injuries or fatalities may require reunification of individuals and their loved ones. A centralized location known as a Family Assistance Center (FAC) may need to be established to provide an array of services to assist loved ones with steps needed to move forward. Services may include mental health support, financial aid, benefits services, lodging assistance, and others. Family assistance is intended to provide an organized, professional, and coordinated method to aid in a safe and secure environment following an emergency, especially those that resulted in mass casualties or fatalities where a significant number of survivors and/or family members are expected to request information and assistance. ISU will be prepared to support the immediate and long-term needs of all victims.

Goal 1: Ensure that the University community is ready to assist disaster victims and surviving family members with adequate assistance following a mass casualty or fatality incident

Objective 1.1: Identify appropriate services and responsible university personnel or partner agencies to provide services, including mental health services, to victims and grieving families.

Objective 1.2: Establish appropriate locations where victims and/or family members gather to receive services needed for recovery.

Objective 1.3: Establish procedures necessary to carry out family reunification and assistance services and exercise them on a regular basis.

Goal 2: After a disaster incident where victims and/or family members are looking to be reunited with family, ISU will establish safe and secure location(s) for survivors and family to reunite and/or receive information

Objective 2.1: Depending on the cause, size, and impact of the incident, ISU will determine a suitable location(s) for a family assistance center. Information about the location(s) and services provided will be communicated to the community. The location of a FAC can change depending on need and size of the event.

Objective 2.2: ISU will facilitate parent and student, as well as employee and family, reunification in a timely manner while providing basic services to those with both immediate and long-term needs, to the best reasonable ability of the University.

Objective 2.3: ISU will monitor needs and adjust assistance provided as the situation evolves.

Goal 3: ISU will continue to assist victims and family members if services are needed

Objective 3.1: ISU personnel and partner agencies will assist victims and family members as services are needed.

Objective 3.2 Once the Family Assistance Center has closed, long-term assistance will be provided as appropriate.

Objective 3.3: Dedicate communication channel(s) to recovery messaging.

Objective 3.4: ISU may assist with coordinating memorials, vigils, gatherings, etc., in remembrance of those lost and injured in coordination with victim's families.

Objective 3.5: Mental health assistance for campus community members impacted by the event, but also in the response and recovery, including for all responders.

Courses of Action

An event on campus that results in people being injured or having passed will lead to many families coming to campus for answers, reunification, or identification of some campus community members. The University needs to be prepared with how to help family members, which services could be offered, and the departments with the resources needed to assist. Consideration of the following capabilities will need to be determined as soon as possible after the event has been stabilized in anticipation of the influx of families coming to campus.

On-site support services may include:

- On-site supervisor
- First aid and/or medical assistance
- Counseling and/or ministerial support
- Water, snacks, and sanitation
- Wi-Fi access, phone charging stations, and/or a phone bank
- Security
- Safety officer
- Greeters
- Family liaisons
- Access and Functional Needs assistance and interpreters
- Outside wayfinding; assistance with directions for those unfamiliar with campus
- Parking lot attendants
- Runners

Potential locations for reunification and family assistance, depending on the event:

Incidents that necessitate this annex will be unknown in scope and size, and therefore the location for an FAC may change as the event changes. When possible, ISU will choose to host a FAC in campus-owned buildings, but events may necessitate utilizing off-campus locations. The list below is only a selection of possible choices. The incident will dictate where the FAC will be located. For locations outside campus, MOUs will be established for their use, if available, at the time of the incident. Considerations for choosing an FAC venue include size, separate areas for different needs, adequate parking, location related to the event (close, if possible; farther away if more traumatic), ability to secure safe entrance and exit by family members, privacy from media cameras, short-term vs. long-term availability of the space, etc.

- Alumni Center
- Horton Field House
- Redbird Arena
- Bone Student Center

- Interstate Center
- Eastland Mall
- Heartland Community College
- Eastview Christian Church
- Grossinger Motors Arena
- Crossroads Center (outlet mall)

Important considerations for operating a Family Reunification/Assistance Center:

- Family members will have high expectations regarding:
 - Identification of injured or deceased
 - Return of family to them
 - Ongoing information and updates
 - Access to a point of contact to ask questions
 - Ability to visit the scene of the incident
- Not all families will grieve or process information the same way. Ethnic and cultural practices will be important factors in how families grieve and communicate about death as well as how they handle remains.
- Family dynamics may pose different challenges and needs, especially regarding security and staff workload.
- Family members may travel to the assistance center and need assistance with basic resources such as lodging, toiletries, clothing, prescriptions, etc.
- Interviews may need to be conducted with multiple family members to collect sufficient information to assist with reunification or victim identification.
- Mental health and spiritual care resources will be necessary at the assistance center.
- Responding to mass casualty/fatality incidents can be overwhelming and lead to traumatic stress. Support for responders and staff at the assistance center will be essential.

Specific actions by campus departments and partners

To help families of those impacted by an emergency on campus, the following departments and organizations may be resources for the services needed at a Family Assistance Center:

Departments of Agriculture and Biological Sciences—care of any animals involved or left behind (non-research or ISU Farm animals)

Student Health Services—basic medical care; provision of medications and physical health care; insurance assistance for students

Redbird EMS—basic medical care

Human Resources—benefits counseling and assistance; employment services; immigration assistance; insurance and life insurance information for employees; labor and union assistance; unemployment benefits

Environmental Health and Safety—workers compensation assistance; general site safety of FAC

Illinois State University Police—crime victim’s assistance; therapy dog

Office of Technology Services—Wi-Fi; telephones; computers; mass email

Office of Equal Opportunity and Access/Student Access and Accommodation Services—disability information; access and functional needs assistance; sign-language interpretation; mobility services

Registrar—education services

Veterans and Military Services Office—veteran’s affairs (Registrar’s Office); military connection, as needed

Academic Affairs—translation and interpretation services; tuition and reimbursement questions

Parking—transportation services

Dean of Students—financial assistance; legal assistance; support services for off-campus students; liaison with off-campus property management; emergency contact information access; student attorney

Housing—mail services; reassignment of housing, if available; property retrieval; housing assistance for families, if possible

Event Management, Dining, and Hospitality—food services; space

International Studies—assistance for foreign nationals; immigration assistance

Red Cross—material goods and personal property replacement; medication assistance; temporary housing assistance; crisis counseling

Illinois Department Human Services—public benefits

Illinois Department of Motor Vehicles—identification replacement services

Conference Services—hotel accommodations for family members and survivors, as necessary

Facilities Management—electricians; charging stations; space services; sanitation

Student Counseling Services—mental health assistance for students (may be able to help with others in emergency)

Critical Incident Stress Management

The Police Department represents the University's traditional first responders. In addition, the institution also has several emergency response teams that may be called upon to participate in times of crisis. For these responders, Critical Incident Stress Management (CISM) is a system of mental health services for those who participate in particularly stressful emergency incidents and disasters. CISM compliments the mental health services provided to victims, family, and community members in the aftermath of emergencies.

The CISM program encompasses providers who facilitate debriefing sessions, protocols for engaging and utilizing these services, and mechanisms for follow-up services.

This annex outlines how CISM services are provisioned, who coordinates those services, and any limitations on those services.

Goal 1: The University will have services and procedures in place to support the mental health needs of its emergency responders

Goal 2: Provide timely and appropriate mental health support services to its emergency responders in the wake of a major emergency or disaster

Goal 3: When CISM services are concluded, ensure emergency responders are directed, as necessary, to other long-term services

Courses of Action

In the aftermath of a major emergency or disaster, first responders often receive a critical incident stress debriefing (CISD), facilitated by a provider trained and certified in the specialty. This debriefing is part of the larger critical incident stress management system and provides an immediate opportunity for first responders who participated in the response to talk with one another, facilitated by a trained mental health provider who generally worked in public safety or the military.

The debriefing is similar to mental health services provided to victims, family member(s), and the community in the wake of a major emergency, but this debriefing is focused on emergency responders. As stated above, the University has traditional first responders in its Police Department, and it has a number of emergency response teams who may be called upon to provide emergency-related services in response to a major incident. All these personnel are included in the scope of this annex.

Before the Emergency

The ISU Police Department will maintain a current list of CISM service providers. Command Staff will also maintain protocols for when to engage the CISM program, whom should be involved in a debriefing session, and how to engage those services.

Human Resources oversees the Employee Assistance Program (EAP) for the University and will take the lead on coordinating mental health services for employees, within the confines of the established EAP

program. Many EAP providers have on staff, or contract with, CISM-trained and certified personnel who will be available via phone and/or on campus for in-person facilitated sessions. Human Resources will maintain awareness of these services and will be prepared to rapidly engage those services when needed.

Student Counselling Services is primarily focused on coordinating and providing mental health services for students. However, in a major emergency, SCS staff may be available to assist the broader university community.

During the Emergency

When CISM services are needed for ISU Police Department personnel, existing departmental policies will be followed.

When CISM services are needed for non-police employees, Human Resources and Emergency Management will coordinate identifying appropriate personnel to participate in a debriefing. Human Resources will engage the current EAP provider to arrange for a CISD session. Depending on the availability of certified CISD providers, initial contacts may occur remotely. However, on-site debriefing sessions will be scheduled as soon as feasible, ideally within 24 hours of the incident taking place.

Should the incident be of great scope or complexity, Student Counseling Services may be called upon to assist with critical incident stress debriefing sessions, if they are able.

After the Emergency

Critical Incident Stress Debriefing sessions generally occur within the immediate aftermath of a major incident and may occur once or twice. However, it is common for emergency responders to seek out mental health services after formal CISDs have concluded. Every benefits-earning employee of the University is afforded the opportunity to utilize EAP services, and Human Resources will coordinate publicizing those services to eligible employees.

In addition, the University may support and/or organize gathering sessions, support groups, or other actions to support long-term well-being and emotional recovery.

Law Enforcement

This annex addresses law enforcement response operations in the event of a campus emergency. ISU has its own sworn Police Department that is empowered to enforce the laws of the State of Illinois. As the University's first responder department, ISUPD will serve as the lead law enforcement entity responding to campus emergencies. ISUPD partners with other area law enforcement, fire department, and EMS agencies when needed.



Goal 1: Ensure campus and area law enforcement agencies are fully able to respond to a campus emergency or disaster

Objective 1.1 Provide training for campus law enforcement personnel on response actions to a range of plausible emergency and disaster scenarios.

Objective 1.2 Ensure adequate mutual aid agreements are in place to quickly request regional law enforcement agencies.

Objective 1.3 Host walk-throughs, trainings, drills, and exercises that familiarize partner law enforcement agencies with the campus environment.

Goal 2: Provide a range of first responder services during and after a major emergency or disaster

Objective 2.1: Minimize response time to emergencies.

Objective 2.2: Establish command, assess the incident, request assistance, and protect life.

Goal 3: Conduct investigations, participate in after-action reviews and improvement planning

Objective 3.1: Lead law enforcement-related investigations after the incident.

Objective 3.2: Participate in formal after-action reviews and improvement planning activities.

Courses of Action

Training, Drills, and Exercises

The University will make regular training, drills, and exercises available to campus law enforcement personnel. This continual reinforcement will help responders maintain awareness of the campus environment and its unique characteristics should a major response become necessary.

Similarly, ISUPD will host partner law enforcement agencies for walk-throughs, training, drills, and exercises to ensure their continued familiarization with the campus community.

Mutual Aid Agreements

While the ISU Police Department can address nearly every incident faced by the campus community, major emergencies and disasters require a larger public safety response. As a result, ISUPD will maintain a range of appropriate mutual aid agreements that enable rapid request and response of local, regional, and statewide law enforcement resources.

Response

The first on-scene law enforcement officer will serve as incident commander. Given ISUPD's continual on-campus presence, it is common that campus law enforcement personnel arrive prior to area fire department personnel. Even if the major emergency or disaster is primarily a fire-rescue event, the first on-scene ISU police officer will assume incident command. When a more senior officer arrives, that person will assume command.

A senior ISUPD command staff member will serve as the Incident Commander for all law enforcement events that take place on campus. For other events, a senior Normal Fire Department representative will serve as the Incident Commander. In the largest and most complex incidents, a Unified Command may be established that sees command shared among senior ISUPD, NFD, and other representatives.

The incident commander is empowered to make tactical decisions that are believed to be in the best interest of the incident. To maximize interagency cooperation, the ISUPD will be and remain a NIMS-compliant department. NIMS defines how the nation's public safety agencies manage major and complex incidents and is specifically designed to support rapidly growing incidents and seamless integration with agencies from other jurisdictions and disciplines.

Command, Control and Coordination

The ISU Chief of Police, or designee, will coordinate all law enforcement operations from the University EOC. The EOC will focus on logistics, communications, and coordination activities while the on-scene incident commander will focus on tactical operations.

After the Incident

ISUPD will lead, or delegate, criminal investigation activities related to the incident and will fully participate in the after-action review process and improvement planning activities. The goals of these activities are to memorialize what took place, identify strengths and areas for improvement, and to chart a path for implementing identified improvements.



Firefighting/Fire Protection

ISU encourages and practices comprehensive fire prevention practices through a variety of initiatives including building designs, fire detection systems, fire suppression systems, notification systems, fire extinguisher training, and various awareness programs.

ISU Environmental Health and Safety (EHS) is responsible for coordinating fire prevention, training, post-incident investigations, and remediation, and will coordinate these efforts with the Annual Fire Safety Report. When a detector or pull station activates a building's fire alarm, or when an actual fire occurs, the Town of Normal Fire Department (NFD) responds. NFD is responsible for all firefighting activities on campus property located within the Town of Normal.

Goal 1: Maintain a robust, progressive fire prevention and preparation program

Objective 1.1: Ensure university facilities are adequately protected against fires and meet, or exceed, applicable local, state, and federal codes.

Objective 1.2: Develop and deliver fire prevention and safety programs for the University community, including fire extinguisher training.

Objective 1.3: Ensure rapid notification systems and procedures are in place to notify authorities of smoke, carbon monoxide, fires, and other related hazards.

Objective 1.4: Ensure that Normal Fire Department has ready access to university facilities.

Objective 1.5: Conduct routine testing of fire detection and suppression systems.

Goal 2: Ensure adequate fire suppression detection and suppression systems are located within university facilities; furthermore, ensure that adequate fire response services are in place to support the University

Objective 2.1: Ensure building fire suppression systems are operable as intended.

Objective 2.2: Ensure contracted firefighting services are appropriate to provide rapid-response services to university facilities.

Goal 3: Enact appropriate follow-up measures after fire incidents

Objective 3.1: Conduct thorough post-incident investigations.

Objective 3.2: Implement appropriate improvement, training, and/or remediation plans.

Courses of Actions

The University maintains a service contract with the Town of Normal Fire Department for all fire suppression, medical emergencies, technical rescue, and hazardous materials incident responses on campus. During an emergency, the responsibility for situation assessment, control, and coordination of resources will depend primarily on the Incident Commander at the scene. The Incident Commander will usually be a chief fire officer of the Normal Fire Department. To maintain a current level of familiarization of campus resources, the University conducts activities that include pre-planning, training, and exercises with the Town of Normal Fire Department along with other local agencies.

Fire Prevention and Fire Protection Services

Environmental Health and Safety is responsible for the coordination of administrative, management, planning, training, preparedness, mitigation, and recovery activities pertaining to structural fires and special hazardous materials circumstances. EHS will:

- Coordinate before and after an incident, including pre-incident planning
- Ensure university personnel are trained in their roles as identified by plans and procedures
- Maintain ongoing contact with corresponding support agencies
- Provide resources (personnel and equipment) for field and EOC operations during a fire incident
- Coordinate inspection, maintenance, and testing of all fire protection systems on campus including:
 - Maintain existing capabilities and identify new capabilities required to prevent or respond to emerging threats and hazards
 - Test fire, smoke, and heat detectors and alarms
 - Test fire extinguishers
 - Coordinate and maintain facility access for the Normal Fire Department. Most buildings on campus are equipped with an access key box, commonly known as Knox Box. EHS is responsible for maintaining Knox Boxes with up-to-date keys.
 - Support and keep other university teams and organizational elements informed of priorities and activities

Coordination and Communication

During an incident, all major decisions concerning fire, rescue, hazmat, and EMS operations are the responsibility of the Incident Commander. In a large-scale incident, a Command Post and staging area may be established at a safe distance from the scene and will serve as a fixed facility for the Incident Commander.

Based on the scope and impact of the incident, the Director of Emergency Management will determine if the EOC should be partially or fully activated. If the EOC is partially activated, the Emergency Manager will determine the appropriate level of staffing and issue the corresponding notification.

Firefighting Services

The responsibilities of the Fire Department during a major emergency or disaster are to preserve life, property, and the environment. Fire Department personnel will coordinate their operations with campus personnel, when appropriate, generally via a Liaison Officer who will establish and maintain a close tie between the Incident Command Post and the University's Emergency Operations Center. The Incident Commander will work with the Liaison Officer regarding resource needs and priorities.

The primary responsibilities of the Fire Department include the following:

- Direction and control of fire scene
- Staff Incident Command Post
- Coordinate with the University via a University Liaison Officer
- Fire Control
- Search and rescue
- Emergency Medical Services
- Hazardous Material containment, if needed
- Order evacuation, if needed
- Decontamination, if needed

For most situations, additional personnel and equipment needed by the Normal Fire Department are provided through pre-existing mutual aid agreements with the City of Bloomington Fire Department. If an emergency becomes overwhelming to the local resources, the Incident Commander, or designee, will make the determination to request off-duty personnel and/or statewide mutual aid assistance through the Mutual Aid Box Alarm System (MABAS). All fire/rescue and EMS resources responding because of a mutual aid request will report and operate under the direction of the Incident Commander, or their designated representative.

When the Incident Commander deems the fire scene is under control, and no additional efforts and/or resources are needed from the fire department, the Incident Commander will turn scene control back to the University.

Recovery Actions

If recovery operations are needed after the incident has been placed under control, then the Emergency Operations Center will remain activated and will continue to coordinate continuity and recovery efforts including:

- Assess the extent and severity of damage to university property and infrastructure
- Identify alternate facilities for displaced persons and programs

Missing Persons

Various university departments receive regular reports of missing persons, most often from family members attempting to contact their students. This annex focuses on the rare situation where a member of the campus community is a high-risk missing person, meaning there is cause to believe they are in imminent danger of injury or death. For all missing person situations, University Policy 5.2.2. Missing Persons Notification Policy will be followed.

Goal 1: Develop protocols for identifying missing persons cases as high-risk

Objective 1.1: Ensure appropriate procedures are in place to address high-risk missing persons.

Objective 1.2: Ensure procedures are in place to initiate and escalate missing persons searches.

Goal 2: Ensure a coordinated response is in place to support search operations

Objective 2.1: Conduct and/or support initial search and start and/or support investigations.

Objective 2.2: Maintain effective coordination of large-scale search efforts.

Goal 3: Provide follow-up support and after-action review services

Objective 3.1: When appropriate, provide follow-up support services for family, friends, and other members of the campus community.

Objective 3.2: Conduct a thorough after-action review and improvement planning process.

Courses of Action

Reports of missing persons to campus officials are generally resolved quickly. Discovering someone is missing due to a runaway, abduction, medical issue, trauma, or other cause is rare, but these instances require rapid, coordinated responses. The University maintains a policy on notifications of missing persons and ISU Police, Dean of Students, and University Housing Services are involved in responding to missing persons incidents.

For suspected missing persons cases, ISUPD should be contacted to initiate an investigation. If the investigation concludes the incident is high-risk, ISUPD will generally notify area law enforcement agencies who will conduct expanded searches of areas of interest. If the person resides off-campus, the local law enforcement agency will lead the investigation and the University will support that investigation. Pursuant to University Policy 5.2.2, a student's confidential contact will be notified by the ISU Police not later than 24 hours after the time that the student is determined to be missing. If the student is under the age of 18 and not emancipated, the student's parents or legal guardian, in addition to any other contact person designated by the student, are required to be contacted. Local law enforcement will also be notified.

Should the search for an on-campus student become more complex and need to expand, ISUPD will contact Emergency Management which will activate the Emergency Operations Center to provide coordination and support to the search effort. For missing persons cases, the EOC may:

- Coordinate and deliver communications to the campus community
- Participate in joint public communications with public safety responders

- Request assistance from Search and Rescue agencies
- Request and coordinate support services from appropriate campus departments
- Coordinate two-way radio communications if the number of responders grows
- Coordinate support services for family and friends

ISU Police continue search and investigation efforts and will remain in charge of on-campus missing persons cases involving members of the University community.

Outside Resources

If additional or technical resources are required, Emergency Management may contact the McLean County Emergency Management Agency, which coordinates the county's search and rescue (SAR) team. The SAR team can provide trained ground searches, various disciplines of K9s and handlers, search managers, and search planners. In addition, the SAR team can bring in trained resources from around the state.

Trained search and rescue teams conduct assessments, develop search maps based on probability statistics, segment areas for manageable searching, develop and task search teams, and coordinate on-the-ground search activities. If needed, SAR teams may bring in aerial assets to assist in search efforts.

If the incident is law enforcement sensitive (e.g., a manhunt, armed and dangerous suspect, etc.), civilian SAR teams typically do not respond, and these incidents remain within the purview of law enforcement agencies and their mutual aid partners.

After the Search

The search and rescue mission may be scaled back or suspended due to inclement weather, safety of searches, the missing person being located, or the probability of survival warranting transition to a recovery search effort.

During and after search efforts conclude, the University will provide support services to family and friends and communications as warranted to the campus community.

The University will also conduct a full after-action review process and engage in improvement planning efforts.

Health, Medical, and Mass Casualty Incidents

The purpose of this annex is to leverage the University's considerable medical resources to support the temporary delivery of medical services in response to a mass casualty incident that sees patients present to Student Health Services.

A Mass Casualty Incident (MCI) is an emergency incident where the number of patients overwhelms the capacity of emergency responders. During any mass casualty incident on campus, the Normal Fire Department has primary responsibility to locate, assess, treat, and transport sick and injured patients. However, MCIs are unique in that they quickly overwhelm first responders. The University has partnered with the Town of Normal and the McLean County Area EMS System to prepare its medically licensed personnel to provide temporary mass casualty response services until first responders can fully respond.

Goal 1: Maintain a medical care response plan

Objective 1.1: Ensure university medical facilities are adequately prepared, and staff is trained to provide medical care in the event of a mass casualty incident.

Objective 1.2: Coordinate training and planning with the Town of Normal Fire Department and/or the McLean County Area EMS System on mass casualty incidents including triaging, treating, and transporting patients.

Goal 2: Deliver medical assessment, triage, and treatment services to the University community

Objective 2.1: Ensure trained and licensed university medical personnel are tasked to provide medical care during a major incident.

Objective 2.2: Coordinate health and medical care with university medical providers and community providers.

Objective 2.3: Ensure contracted EMS are appropriate to provide rapid-response services to university facilities, including during scheduled events.

Goal 3: Enact appropriate follow-up measures after mass casualty incidents

Objective 3.1: Conduct thorough post-incident investigations.

Objective 3.2: Implement appropriate improvement, training, and/or remediation plans.

Courses of Action

ISU Student Health Services has a diverse staff of physicians, mid-level providers, and nurses on campus. In addition, Redbird EMS, College of Nursing clinicians and student nurses, and ISU athletic trainers are each licensed to provide a predetermined level of care. The Bloomington-Normal area has two hospitals (Carle BroMenn Medical Center and OSF St. Joseph Medical Center). Transport services are provided by the Town of Normal Fire Department and its mutual-aid partners.

Student Health Services will develop and maintain an Emergency Disaster Plan outlining procedures and assignments for mass casualty incidents.



Training

University medical providers rarely, if ever, respond to mass casualty incidents. Such responses are generally the responsibility of community first responders and their partners. However, incidents at other universities reveal that patients may self-present or be carried/driven to campus student health centers, nonetheless. This annex positions the University to provide an appropriate level of care by licensed medical providers until community first responders receive enough regional and statewide support to fully respond.

Since most campus medical providers do not respond to mass casualties, Student Health Services will source and coordinate the delivery of appropriate disaster medical trauma training for those roles that may be involved in providing medical care during a mass casualty incident.

In addition, Emergency Management will facilitate the development, delivery, and evaluation of drills and exercises to give those providers opportunities to practice learned skills.

Student Health Services

During mass casualty incidents where multiple trauma patients are presenting to Student Health Services, its Disaster Plan will be activated. This plan outlines how Student Health Services and its partners will set up spaces within the Student Services Building, how patients will flow through the facility, how patients are triaged, treated, and transported, define roles and responsibilities, and outline communications between SHS and the Emergency Operations Center.

Student Health Services may activate its Disaster Plan on its own authority since patients will likely present quickly after a disaster and with little to no warning. Upon activating the plan, the Director of SHS, or designee, should contact the ISU Police Department and Emergency Management so support services can be put in place.

The ISU Police Department will provide on-site security, and Emergency Management will activate the Emergency Operations Center.

The Student Health Services Medical Director, or designee, will oversee operations at SHS and the Director of Student Health Services, or designee, will report information to the Emergency Operations Center.

When coordinating between SHS, Redbird EMS, Mennonite College of Nursing, and athletic trainers, it is important to note that the SHS Medical Director will ultimately oversee all medical care and will direct operations accordingly. However, personnel, like Redbird EMS, also report to a hospital-based medical director. To avoid conflict, each provider will operate within its individual licensed scope of practice and established protocols but will receive operational direction from the SHS Medical Director.

Redbird EMS

The University Emergency Medical Services (Redbird EMS) team can operate both as a Basic Life Support and as an Emergency Medical Responder, and each member is licensed by the Illinois Department of Public Health. Redbird EMS typically provides services at athletics and special events and will generally be on-site for large-scale scheduled events. If a significant medical emergency occurs when Redbird EMS is on-site, they will contact ISU Police with an initial report and request additional resources.

Redbird EMS may also be called to assist in Student Health Services. In this instance, the Redbird EMS Administrative Coordinator will be tasked by the Emergency Operations Center to contact team members, brief them, arrange for equipment delivery, and report to SHS to serve as a point-of-contact for Redbird EMS personnel.

Mennonite College of Nursing

MCN has clinical faculty and staff, and students who may be trained and capable to assist during a significant medical emergency. Any of these members may be called upon to assist at Student Health Services in a health care provider role. The Emergency Operations Center will contact the Dean of the Mennonite College of Nursing who will request assistance and task the team members accordingly. The EOC will ask the Dean to assign a senior member of the College to respond to Student Health Services to serve as an on-site liaison.

Athletics Trainers

Athletics trainers associated with the University who are licensed to provide medical care may be capable and helpful. Any of these members may be called upon to assist at Student Health Services in a health care provider role. The Emergency Operations Center will contact the Head Athletic Trainer who will request assistance and task the team members accordingly. If an MCI were to occur when the trainers are already on scene, they will contact ISU Police with an initial report and request additional resources.

Coordination

The University EOC will be open for all MCI that impact the campus community.

Upon activation, the Emergency Operations Center may assist in the following ways:

- Ensure a senior representative of Student Health Services reports information to the EOC and has multiple lines of communication back to Student Health Services
- Provide a liaison to the first responder Incident Command Post
- Coordinate available university resources by obtaining, deploying, and tracking resources requested by the Incident Command Post
- Provide notifications and updates to the campus community and outside agencies regarding the nature of the hazard and make recommendations for protective actions
- Work with the Fire Department to ensure proper tracking of university patients

Normal Fire Department

The Town of Normal Fire Department is ultimately responsible for all patients involved in a mass casualty incident that impacts the University community. If the SHS Disaster Plan is activated, the University will closely coordinate operations at SHS with the Fire Department to the extent possible, in what will likely be a dynamic incident. To help facilitate coordination, the University EOC will assign a liaison to serve in the first responders Incident Command Post. This liaison will facilitate frequent communications between the two facilities. In addition, if the Town of Normal opens its Emergency Operations Center, the University will establish multiple modes of communications between those facilities.

For most incidents, additional personnel and equipment needed by the Normal Fire Department are provided through preexisting mutual aid agreements with the City of Bloomington Fire Department. If an emergency becomes overwhelming to the local resources, the Incident Commander will make the determination to request off-duty personnel and/or statewide mutual aid assistance through the Mutual Aid Box Alarm System (MABAS). All fire/rescue and EMS resources responding because of a mutual aid request will report and operate under the direction of the Incident Commander, or their designated representative.

When those additional resources arrive, the Incident Commander will assign some of those units to Student Health Services (SHS) and begin the gradual transition from SHS providing patient care to First Responders providing patient care, and ultimately, ambulance transport services.

When the Incident Commander deems the scene is under control, all patients have been properly treated/transported, and no additional efforts and/or resources are needed from the fire department, they will turn over scene control back to the University.

Mass Care and Sheltering

Mass Care is the capability to provide immediate shelter, feeding, basic first aid, and related services to persons affected by a large-scale incident. At ISU, Mass Care and Sheltering may take one of two forms:

- A. University facilities utilized to provide mass care for members of the public, not generally associated with the University
- B. Members of the University community to include students, faculty, and/or staff following an event impacting significant numbers of people
- C. Potential ISU Shelters include:
 - Redbird Arena: 719 sleeping, 1,874 seated (on the floor, not stands)
 - Horton Field House:
 - Main gym: 561 sleeping, 1,346 seated (on the floor, not stands)
 - North and South gyms: 286 sleeping, 572 seated
 - Bone Student Center, including Brown Ballroom and Braden Auditorium: 564 sleeping, 4771 seated
 - Student Fitness Center: 464 sleeping, 1389 seated
 - ISU can shelter up to 100 people in various conference rooms/lounges across campus

Goal 1: Develop plans and procedures for the provision of mass care services in coordination with the responsible agencies

Objective 1.1: Work with university and community partners to ensure the safe and effective mass care of persons needing emergency shelter.

Objective 1.2: Design mass care shelter plans and procedures suitable for the University community.

Objective 1.3: Regularly exercise and revise mass care shelter plans to ensure adequate capability and resources.

Goal 2: Provide safe, clean, accessible shelters utilizing university facilities during times of emergency

Objective 2.1: Mass care shelters address the needs of all potential individuals to include: those with access and functional needs, those with service and companion animals, those requiring assistance in compliance with the Americans with Disabilities Act (ADA), those with language, religious, dietary, and cultural differences.

Objective 2.2: Mass care shelters on the University's campus will provide adequate medical and mental health assistance and monitoring.

Objective 2.3: Mass care shelters at the University will provide adequate and appropriate nourishment, child care, and recreational opportunities.

Objective 2.4: Mass care shelters at the University will provide timely, accurate, and ongoing communication with individuals and on- and off-site organizations about the status of the emergency event, recovery, and shelter operations.

Goal 3: Ensure the University community recovers from the emergency incident and individuals can return to typical activities

Objective 3.1: Dedicate communication channel(s) to recovery messaging.

Objective 3.2: Individuals will return to their usual or suitable replacement housing.

Objective 3.3: All ISU facilities will be returned to normal use and full documentation of costs associated with the shelter operations and recovery of facilities will be documented.

Courses of Action

ISU is a resource-rich university with many assets available to help the campus community and surrounding jurisdictions. During shelter events at ISU, the following resources may be utilized:

Facilities: Athletics, Facilities Management, Event Management, Dining, and Hospitality

Athletics and Event Management manage the primary locations for shelter: Redbird Arena, Horton Field House, Student Fitness Center, and Bone Student Center. During shelter events, these facilities will be provided, if possible, when requested along with personnel to act as building coordinators. Facilities Management will assign building service workers to assist with cleaning, trash and recycling services, and a final clean of the facilities at the end of the event. Facilities Management may assign support staff to assist with offloading/loading of materials and resources and setting up/tearing down shelter areas. Separate locations within the shelter will be established for those with access and functional needs, medical, cultural, and religious needs, as requested, and companion animals. Elevators at Redbird Arena and Bone Student Center are on backup generators. Horton Field House has a lift.

ISU will continue to work with the American Red Cross (ARC) through its existing MOUs to define the services and resources ISU can be expected to provide during public shelter events hosted at ISU facilities.

Medical Services: Student Health Services, Student Counseling Services, Redbird EMS, Athletic Trainers

During shelter events, a variety of medical issues may arise. Student Health Services (SHS) and Redbird EMS will provide personnel and resources needed to assist individuals as needed for ISU-hosted shelter events. Student Counseling Services may be requested for students needing assistance. For general community shelters, these resources may be available if requested.

- ISU departments with a role include:
 - Student Health Services—medical health services
 - Student Counseling Services—mental health services
 - Redbird EMS—on-site medical attention

Communications: Incident Communications Team, Dean of Students, PIO, Technology Solutions, Facilities

In a large event that disrupts typical communications operations, the Incident Communications Team (ICT) may be activated to help connect students and families and to help answer general questions. EOC will provide talking points for the ICT and continue to be a university point of contact for students and parent(s)/guardian(s). The Dean of Students would lead any conflict resolution issues at the shelter. The Public Information Officer will provide updates to media. Technology Solutions will provide IT services in the form of either a computer lab or workstation area, Wi-Fi connectivity, or some other form of internet connectivity for students and staff. Facilities shall provide charging stations for electronics.



- ISU departments with a role include:
 - Dean of Students—communications and conflict resolution
 - OTS—Wi-Fi/internet connectivity and charging stations (Wi-Fi access may be spotty in some areas, particularly Redbird Arena); ISU will either set up computer workstations or have some form of communications available for individuals; OTS can provide portable Wi-Fi and set up electronic charging stations

Shelter Management: American Red Cross, Housing Services

The American Red Cross will provide the primary shelter management team. They will provide personnel, signage, and the supplies necessary to operate a shelter either for the public or the University community. Housing Services personnel will assist with student resident registration and coordinate any special needs or requests.

Housing Resources: American Red Cross, Housing Services

Housing Services will assist by providing initial cots/mattresses and linens for a university shelter. Housing Services can also assist with laundry of linens. The ARC will provide cots and linens for individuals either during a public or university shelter event. Arrangements for separate eating, sleeping, and religious observation areas for those with objections to co-ed cohabitation will be provided.

Consideration of opportunities to partner with other higher education institutions, hotels, and apartments for sheltering will be made.

- ISU departments with a role include:
 - University Housing—beds/cots and linen/laundry service
 - Facilities—BSW, power management, trades as needed, route drivers
 - EHS—food safety, overall safety officer, Redbird EMS
 - EMDH—food and beverages, as needed
 - University Laboratory Schools and Event Management—games and entertainment
 - Police—site security
 - Athletics—building support

Animals: Dean of Students and RSOs

Service animals will remain with their person. Any additional help that may be needed will be provided by Prairie Oak Veterinary Center. For university shelters, Emotional Support animals already registered on campus will be housed in a different area of the shelter. Care for those animals will be the responsibility of the student/individual. Assistance with caring for animals will be provided by students and advisors associated with the Student Pre-Veterinary Association and Biological Sciences Student Association.

ISU follows ADA service animal requirements. Emotional Support Animals (ESA) will be cared for somewhere on site by additional RSOs or other animal-friendly organizations which may include:

- Dept. of Agriculture and Biology—RSOs for pre-veterinary and zoology
- Disability Concerns—registered service animals on campus
- Student Access and Accommodation Services—proof of vaccinations, student preparedness education



Food and Drink: Event Management, Dining, and Hospitality, Environmental Health and Safety, Facilities Management, American Red Cross

For shelters opened for university students/personnel, EMDH will provide food and drinks for the duration of the event. EHS will verify food safety. Should EMDH become overwhelmed, or food preparation facilities are offline, American Red Cross will be tasked with food services. Facilities Management may assist with food delivery. For public shelter events, ARC will be the primary provider of food and drinks with EMDH as a backup, if available. In the event of large-scale events that overwhelm both ARC and EMDH, private catering contracts will be activated.

Entertainment: Dean of Students, Event Management, Dining, and Hospitality, University Laboratory Schools

The Dean of Students, along with Event Management and the University Laboratory Schools, will coordinate to provide social events, entertainment, and activities for individuals.

Security: Police, Environmental Health and Safety, Contract Security

ISU Police will provide overall site security during shelter events. Environmental Health and Safety will coordinate to ensure all shelter facilities are safe environments.

Child Care: Thomas Metcalf School

For situations requiring child care assistance, subject to capacity and availability of volunteers, Thomas Metcalf School staff will make reasonable efforts to provide necessary personnel and resources to care for young children.

Parking and Transportation

Parking Services will provide adequate parking near shelter locations. Transportation services off-campus will be coordinated with Connect Transit, and other resources, as needed.

Volunteer & Donations Management

Major emergencies often see an outpouring of support from the community and can see support flow in from around the nation and beyond. Support in the immediate hours and days following a major emergency or disaster often take the form of donations (goods, food, monetary funds, time). All offers are well-meaning, but some may be unneeded or could exacerbate an already difficult situation.

Regardless of the kind, scope, or quantity of support offered, the University must be prepared to quickly stand-up and coordinate a large volunteer and donations operation. Failure to effectively coordinate this potentially large operation could lead to the often-labeled “disaster within a disaster.”

Major elements of a disaster-related volunteer and donations management program include:

- Designating, staffing, and advertising site(s) to receive physical donations
- Identifying warehouse(s) to temporarily store, inventory, sort, package, and load goods for delivery
- Identifying vehicles, drivers, and support staff to transport goods
- Sites and staff to operate Points of Distribution
- Facilities and personnel to ensure the safety of cold items (generally food)
- Mechanism to accept, account for and distribute monetary donations
- Mechanism to ascertain need within impacted areas to support appropriate distribution of donations
- Site and personnel to receive volunteers
- Volunteers may need background checks and/or completion of volunteer forms prior to assisting the University
- Mechanism to sign in, screen, train, assign, and support volunteers (both volunteers with established disaster volunteer organizations and spontaneous volunteers)
- Regularly communicating with the community (and beyond) what support is needed, what support is not needed, and avenues for providing support

Goal 1: Develop capabilities to support a Volunteer and Donations Management program

Objective 1.1: Identify campus employees and partners who can operate a Volunteer and Donations Management program.

Objective 1.2: Identify potential audiences, sites, develop procedures, develop and print forms, identify and collect supplies to manage the program.

Objective 1.3: Conduct training, drills, and/or exercises that test this effort; implement identified Improvement Planning items.

Objective 1.4: Build documents, forms, websites, accounts, and other framework ahead of time.

Goal 2: Operate an effective Volunteer and Donations Management program during a major campus emergency or disaster

Objective 2.1: When activated, quickly stand up a Volunteer and Donations Management operation.

Objective 2.2: Identify areas where volunteers can support incident operations and match available volunteers to those needs.

Objective 2.3: Regularly communicate needs (and efforts/donations not needed) from individuals and groups wishing to support the incident and/or the University.

Objective 2.4: Document and track the lifecycle of donations and volunteers in accordance with established practices; follow-up with donors and volunteers as needed.

Goal 3: Stand down Volunteer and Donations Management operation

Objective 3.1: Appropriately distribute and account for donated goods and funds.

Objective 3.2: Extend appreciation to those who donated goods and services.

Objective 3.3: Conduct an After-Action Review and incorporate findings into the broader incident After-Action Report/Improvement Plan.

Courses of Action*Supporting Volunteers*

Disasters are often quickly followed by an outpouring of people wanting to volunteer. After tornadoes, volunteers generally assist with debris removal, home cleanup, and the like. After human-caused tragedies like active shooter incidents, offers for assistance can range from offering to bring an animal to serve as emotional support for victims to offering to help coordinate vigils and memorials. In these instances, and many others, there is a need to coordinate volunteers so needs can be matched with resources, so appropriate checks can be taken prior to sending someone into an impacted area, and so proper accounting of support provided can occur.

Key activities involved in volunteer coordination include:

- Communicating the need (or not) for volunteer assistance
- Identifying and staffing a volunteer reception center
- Signing in volunteers and asking them to complete a capability and interest questionnaire
- Conducting background checks and signing waivers
- Gathering needs and work assignments for volunteers
- Matching needs with available volunteers; communicating unmet needs
- Ensuring volunteers are properly dressed and equipped
- Identifying staff to coordinate, train, escort, and supervise volunteers
- Providing food, water, and sanitation resources for volunteers
- Accounting for volunteer time and work assignments
- Collecting feedback from volunteers

Since some volunteer roles can be anticipated, role descriptions should be pre-written, saving time and helping ensure consistency when needed.

Volunteers should meet at one or more reception centers where they will sign in, receive a brief orientation, receive an assignment, and be assigned to a coordinator. Typically, in emergency response, leadership should maintain a span of control of 3-7 personnel to insure adequate supervision. However, coordinating volunteers may require more direct reports assigned to a single coordinator.

The Emergency Operations Center will decide on assignments applicable for volunteers, and the volunteer team in the field will manage implementation.

Roles for Volunteers

While every emergency is unique and the resulting needs are also unique, lessons learned from disasters across the nation allow us to make educated guesses on the categories of volunteer roles that may be needed.

For tornadoes, civic groups, volunteer groups, student groups, and others often volunteer to put in a day's worth of cleanup efforts. These efforts often involve sorting and removing light debris, preparing and serving food for other volunteers, and helping to shore up homes.



Volunteer Coordination

Coordinating volunteers can be a large, complex task. The Center for Community Engagement and Service Learning will take the lead in coordinating volunteers that offer to and/or provide services in the aftermath of a major emergency or disaster on campus.

A Volunteer Coordinator will lead a team that will oversee all aspects of this effort, from receiving and organizing offers for assistance, through demobilization when the volunteers depart campus. The Volunteer Coordinator will report to the VP University Advancement Liaison within the Emergency Operations Center and will provide regular status reports and submit resource requests.

For the largest or most complex of incidents, the University may accept the assistance of teams that are specifically trained and experienced in coordinating volunteers in the aftermath of disasters. Themselves volunteers, these Volunteer Organizations Active in Disasters (VOAD) are generally nationally recognized teams that offer this unique service when local entities are overwhelmed. Local volunteer groups, known as Community Organizations Active in Disasters (COAD) are community-based groups that similarly provide support to stricken areas in the wake of a disaster.

If the University accepts such outside assistance, the University will still appoint a university employee to serve as a liaison between the Emergency Operations Center and the outside team(s).

Supporting In-Kind Donations

Gifts in Kind, or “In-Kind Donations,” are gifts of physical goods that generally made to support those impacted by the emergency or disaster. Left unmanaged, in-kind donations can quickly overwhelm us, both in terms of our ability to manage inbound donations and disbursement of those items. Key aspects of in-kind donations management effort include:

- Utilizing designated staff to accept in-kind donations
- Communicating to the public what and where donations are being accepted
- Identifying the most appropriate drop-off location(s) and communicate those to the public
- Identifying warehouse(s) to temporarily store, inventory, sort, package, and load goods for delivery
- Identifying vehicles, drivers, and support staff to transport goods
- Record keeping (including receipts given to donors)

The Central Receiving Department will coordinate donations management and a Donations Coordinator will lead these efforts. The coordinator will identify staff to support donations from receipt through disbursement. This position will report to the VP University Advancement Liaison within the Emergency Operations Center and will provide regular status reports and submit resource requests.

Staff should pre-identify areas that may be utilized as donation drop-off sites. Before the incident occurs, staff can map out the layout of each potential site, identifying vehicle entrances and exits, drop-off sites, staff areas, etc.

It may be common for staff to pick up donated items from drop-off sites and transport them to central warehouses for collection, inventorying, sorting, packaging, and ultimate delivery to Points of Distribution. Points of Distribution will be sites where impacted persons may pick up items that have been donated or are otherwise made available to those impacted by the disaster.

If donated items remain at the conclusion of response and recovery efforts, the University will make every reasonable effort to see that those impacted have another opportunity to access those items. If items remain, the University will seek out appropriate charitable and/or 501(c)(3) organizations that may benefit from those items. Ultimately, the goal is to collect and distribute items that are needed by persons impacted by the disaster.

Supporting Monetary Donations

The University Foundation Office will take the lead on monetary donations related to an emergency or disaster. They will establish a bank account and appropriate supporting mechanisms and procedures ahead of the disaster such that they can be quickly implemented when needed. The Comptroller’s Office

will provide support and resources to the University Foundation Office for the collection, processing, and tracking of monetary donations.

Significant considerations for incidents where monetary donations will be collected and distributed include:

- Having pre-established accounts pre-built and ready to utilize
- Having websites, collection methods or similar systems pre-built so they are ready to utilize
- Having fiscal procedures established to govern the collection and distribution of donated funds
- Advertising the official donation methods for those who may wish to contribute
- Identifying intended recipients and disbursement mechanisms

Supporting Food Donations

It is common for people to donate food items during and after a disaster occurs. Food may come from individuals, civic organizations, restaurants, and/or businesses. In addition, the University will likely provide food to support emergency response actions, to the best of its abilities. Food is unique among donations in that public health procedures govern aspects of this process. For example, while the University can accept some nonperishable, unexpired, packaged food and drink items, it cannot accept food products prepared outside of a local health department permitted and inspected facility.

Event Management, Dining, and Hospitality (EMDH) will take the lead on supporting food donations related to an emergency or disaster. Environmental Health & Safety (EHS) will be responsible for overseeing the safety of food and drinks donated, stored, prepared, transported, and served. Considerations for carrying out this function include:

- Appropriate selection of locations for temporary food serving areas for mass distribution of food; locations deemed most appropriate are Brown Ballroom (Bone Student Center), Horton Field House, and Redbird Arena. In a disaster setting, other venues may be considered
- Food prepared by the University; this option carries the least amount of risk and is the most desirable option
- Food prepared by Health Department-licensed establishments
- Unexpired packaged food and/or bottled beverages (pre-written list)
- Prepared food from the public; this option carries a high amount of risk and cannot be accepted
- Receipt, storage, and delivery of food items
- Setup, serving, sanitation, clean-up

When the food donation function is set up, the Emergency Operations Center will communicate food and drink guidelines to those who may be interested in donating.

Depending on the nature of the incident, the University may partner with nearby, unimpacted facilities to assist in carrying out this function.

Damage Assessment and Debris Removal

Severe storms, earthquakes, structural collapses, floods, fires, and explosions can alter the structural stability of a facility. If the University faces one of these situations, assessments will take place to determine the structural viability of the facility in terms of occupancy.

In addition to assessing structural stability, the Illinois Emergency Management Agency coordinates a similar damage assessment activity for determining if the County and/or State is eligible for a Stafford Act Declaration (commonly known as a Presidential Disaster Declaration). Such a declaration would make funds available for uninsured expenses and for implementing pre-defined hazard mitigation programs.

After emergency incidents, debris removal is often a part of the recovery process. Debris typically consists of building/construction materials, building contents, and landscape/woody materials. Sometimes this debris can contain items that will require special considerations, such as contaminated products/hazardous materials, evidence for law enforcement purposes, historical items, and other materials that require special handling. To assist in the recovery from emergency incidents, ISU needs to determine what kinds and how much debris it can handle and when specialized assistance may be necessary.

Goal 1: Develop capabilities and/or agreements to conduct facility damage assessments and debris removal

Objective 1.1: Maintain capability to have a qualified structural damage assessment team on-site and operational within two hours of notification.

Objective 1.2: Support the county and state's efforts to perform preliminary damage assessments in support of Stafford Act (Presidential) Disaster Declarations.

Objective 1.3: Maintain a debris management plan to complement ISU Facilities Services capabilities, and debris management contracts for events beyond standard operational capability.

Objective 1.4: Establish pre-incident debris removal and management contract(s) to have available at the time of the incident.

Goal 2: Conduct damage assessment and debris removal activities in a rapid manner that conforms to state and national standards

Objective 2.1: Perform structural damage assessment activities according to state and national standards.

Objective 2.2: Share assessment results with the University Emergency Operations Center.

Objective 2.3: Partner with county and/or state teams to perform preliminary damage assessment activities for determining eligibility for a Presidential disaster declaration.

Objective 2.4: Perform debris assessment to determine scope, type, and on-campus capability. Perform initial debris removal to best of our ability to open access to campus, to include university-owned roads, bridges, sidewalks, and parking lots.

Objective 2.5: If outside assistance is needed, activate larger-scale debris removal and management contracts with pre-incident contractor(s).

Goal 3: Finalize Damage Assessment and Debris Management activities

Objective 3.1: Once all facilities have been assessed for damage and properly contained, deactivate the Damage Assessment team, collect and restock team materials, and document costs and lessons learned.

Object 3.2: Finalize debris management using either on-campus capabilities or through pre-incident contractor. Document all costs and lessons learned to share with the Emergency Operations center.

Objective 3.3: Restore campus to pre-incident or improved condition.

Courses of Action

Earthquake tremors, high winds from storms, partial structural collapses, fires, etc., each can result in a facility evacuation. Before the facility can be reoccupied, an assessment is needed to ensure the facility is structurally stable. Teams specifically strained in structural damage assessments are generally called upon to perform these activities. The University has such a team and would task it with performing the assessments and providing instructions for occupancy restrictions, if any. The team can further recommend if outside structural engineering resources are needed for a more thorough assessment.

Furthermore, once damage has been assessed, the resulting debris must be removed to bring campus back to typical operations. Some incidents will be small enough to handle with university resources, others may require outside assistance.

Damage Assessment Teams

As stated above, there are two general types of damage assessment teams, each of which provides a complimentary service.

Preliminary Damage Assessment Team (Presidential declaration documentation)

A preliminary damage assessment team gathers uninsured costs related to the incident. For public entities such as ISU, assessments occur across each of the following categories:

Debris Removal—Overtime labor; Equipment; Contract costs

Emergency Protective Measures—Overtime for emergency response; Equipment; Materials; Contract costs

Road/Bridge Systems—Regular and Overtime costs for permanent restoration of roads, bridges, culverts, etc.; Equipment; Materials; Contract costs

Water Control Facilities—Regular and Overtime costs for permanent restoration of channel or reservoir capacity; Equipment; Material Costs; Contract costs

Buildings and Equipment—Regular and Overtime labor costs for permanent restoration of buildings and equipment; Equipment; Materials; Contract costs

Utility Systems—Regular and Overtime labor costs for permanent restoration of water treatment plants and delivery systems, power generation and distribution systems, sewage collection and treatment systems; Equipment; Materials; Contract costs

Parks, Recreation, and Other—Regular and Overtime labor costs for permanent restoration of parks, recreational areas, and other types of facilities; Equipment; Materials; Contract costs

For this activity, all insurance proceeds must be deducted from total damage costs.

Preliminary damage assessment activities are coordinated by the McLean County Emergency Management Agency and the Illinois Emergency Management Agency. For large-scale incidents, the Federal Emergency Management Agency may be on-site to assist. In all cases, the external entities coordinating this activity will interface with the University via the Incident Management Team.

Structural Damage Assessment Team

When an incident occurs that impacts (or potentially impacts) the structural stability of a university facility, the Incident Management Team will activate the University's Damage Assessment Team (DAT). The DAT leader will report to the Emergency Operations Center for a briefing. The DAT leader will then meet with the rest of the team, hand out equipment and materials, make assignments, and perform assessments.

The team assesses the structural stability of each facility and posts placards on all exterior doors advising occupancy restrictions, if any. Assessments are performed using FEMA standards and placards are similarly standards-based. A green label indicates no known hazards exist and occupancy may continue as normal. A yellow label indicates some damage exists and explicit occupancy limitations are written on the label. Finally, a red label indicates that the facility is too unstable to permit occupancy.

The team will report its findings to the EOC so the IMT can make informed decisions about follow-up actions. If necessary, the University DAT may recommend that:

- Additional damage assessment teams be requested due to the volume of facilities to be assessed
- Specialized structural engineers be requested to conduct more thorough assessments and inspections
- A facility may move up in grade (from red to yellow, or yellow to green) should the stated measures be enacted

If a facility is placarded as Yellow, it generally implies that the facility is unfit for human occupancy. However, occupants can often enter the facility, escorted by Damage Assessment Team members, to retrieve property. Should this be the case, the Emergency Operations Center will coordinate and schedule site visits and ensure available Damage Assessment Team members are also available to escort occupants through the facility.

After the Incident

Once placards are placed on a facility's entrances and exits, only members of the Damage Assessment Team may alter or remove the signs. The only exception is when fencing or other appropriate barrier devices are erected around a facility to control/deny access. In those instances, the barrier devices serve to keep persons away and the damage assessment team signs may be removed.

Debris Removal

The goal of organized debris removal is to return campus to a safe environment as quickly as possible. Debris removal often happens in multiple stages as recovery from the event begins, from the initial push of debris away from the roadways and sidewalks to make access to buildings and roadways possible, to

the sorting and hauling of debris from campus. Debris removal on the ISU campus is likely to be separated into small and large events dependent upon capabilities of ISU Facilities Services. For events that result in large-scale debris removal, a pre-incident contractor will be utilized to assist in the removal and documentation process.

Facilities Services

Work crews will assist in the removal of debris that existing equipment and manpower can safely handle. ISU does not typically have large construction equipment, trucks, and certified personnel that would be able to remove large-scale debris. Likely Facilities Services groups involved would include craft trades, grounds maintenance, heating plant, and others as needed. See Facilities Services equipment lists for specifics.

Pre-event contractors

ISU will engage in the solicitation of zero-dollar contracts for both large scale debris removal and debris removal monitoring in accordance with FEMA guidance. Large-scale events such as a F4/F5 tornado, an explosion, or other catastrophic event on campus that creates large debris will require capabilities beyond the ability of current campus equipment and personnel.



Disaster Child Care Services

The need for short-term, temporary child care may be necessary following an emergency. ISU may have resources available to assist with this need. Child care services may be required during an evacuation, mass-care and sheltering, family reunification, and other scenarios where a parent or family may need time to deal with important aspects of recovery that are not conducive to having a young child present. The expected population of the disaster day care center is anticipated to be a small operation with fewer than 20 infants and toddlers at any one time. If the disaster day care center were larger than 20 children, additional options would need to be considered.

Goal 1: ISU and community partners will build a capability to operate an emergency day care center

Objective 1.1: Determine appropriate locations and personnel available to serve as a disaster child care center operation.

Objective 1.2: Establish written procedures and policies to ensure the safety of children in accordance with state child care requirements.

Objective 1.3: Practice these procedures and policies on a regular basis to ensure personnel are ready to respond when needed.

Goal 2: When a need for an emergency child care center operation is determined necessary, ISU and community partners will open a center.

Objective 2.1: Personnel will establish a disaster child care service at the direction of the Incident Management Team (IMT). Likely location will include Thomas Metcalf School, afterschool program area, unless that location is impacted by the disaster event or school is still in session. In that case, the location will be chosen by the IMT that best meets the needs of the children and the personnel assigned to respond.

Objective 2.2: Personnel chosen to respond, most likely Thomas Metcalf (Metcalf) After School program employees, Metcalf school teachers and staff, as well as student employees, teacher candidates, and nursing students with appropriate background checks, will establish shifts to cover the Disaster Day Care Center in coordination with the IMT. During the Disaster Day Care Center operations, at least one staff member will act as the liaison to the IMT so that operational needs can be coordinated.

Objective 2.3: Coordinate with campus partners to obtain the necessary resources needed to open and maintain a Disaster Day Care Center for children from infant to 12 years of age, to include items needed for infants and toddlers not typically cared for by Metcalf staff.

Objective 2.4: Records of all children cared for at the Disaster Day Care Center will be maintained and all resources used during the operation of the Disaster Day Care Center will be tracked and accounted for.

Goal 3: After an event requiring the use of a disaster child care center, all personnel and facilities will be returned to normal use as soon as reasonably possible.

Objective 3.1: Return all operational locations back to pre-disaster condition, with documentation for any resources used or repairs needed.

Object 3.2: Return any resources borrowed from community partners to operate a Disaster Day Care Center.

Objective 3.3: A post-event assessment will be conducted, and any noted improvements will be documented and addressed.

Courses of Action

Campus and community partners will prepare before an event to respond and operate a disaster day care center and establish procedures and train staff to adequately respond should the need arise.

Before the Emergency

Appropriate personnel will periodically review the Disaster Day Care Center procedures and policies with relevant personnel to ensure staff are aware of how to operate the center after an emergency event. Procedures and policies should reflect the following items:

1. Registration of child in care—name of the child, parent or guardian information to include names, phone numbers, special instructions for the child (allergies, etc.), and time of expected retrieval.
2. Appropriate information about the child to include names and contact information of medical caregivers and conditions, special requirements, and insurance information, to the extent possible. Some emergency events may mean this information is not readily available to the parent or guardian.
3. Space within Thomas Metcalf School, if school is not in session, should be pre-determined, and supplies needed to operate a Disaster Day Care Center should be nearby. Supplies may include forms, identification, signage, and other items needed to set up the Disaster Day Care Center quickly and efficiently.
4. Work with community partners to determine where ISU can obtain the resources needed to care for children from infant to three years of age, a population not typically cared for at Metcalf.

During the Emergency

Pre-identified and trained staff will establish a working Disaster Day Care Center when requested by the IMT utilizing the procedures and polices established before the event. A staff member will be designated as the primary liaison to the IMT to establish communications and a direct line to request any support or resources needed to open, operate, and maintain the Disaster Day Care Center until its need is no longer required.

1. The University Laboratory Schools IMT representative will serve as the primary point of contact for the Disaster Day Care liaison.
2. At least once per shift, information related to Disaster Day Care Center population will be reported to the IMT (more often as needed).
3. Establish designated areas for the care of different-aged children. Infants and toddlers should be separated from older children, for example.
4. Any disaster child care resources (cribs, playpens, diapers, bottle warmers, etc.) not currently available at the facility will be purchased at the time of the event or obtained through community partners to include American Red Cross, Salvation Army, and others as relevant.

After the Emergency

After the emergency event that necessitated the need for a disaster day care center has subsided and regular campus activities have returned, those responsible for operating the disaster day care center should assess the operation and determine areas of improvement.

1. A financial accounting of the disaster day care center should be undertaken, counting employee costs, resource costs, and expenses related to returning the space back to its typical function.
2. An assessment of what parts of the disaster day care center were successful and what needed improvement for future day care centers should be documented with an improvement plan to ensure that areas that need to be improved are tracked and exercised in the future.
3. Any additional resources or partnerships should be identified and provided for prior to the next emergency event.

THREAT AND HAZARD-SPECIFIC ANNEXES



Severe Storms & Winter Weather

ISU has experienced and remains susceptible to a range of severe weather events, from blizzards and extreme cold temperatures to tornadoes and flooding.

Goal 1: Maintain situational awareness about hazardous weather conditions to notify and protect the University community

Objective 1.1: Maintain robust information gathering sources to help inform shelter and closure orders.

Objective 1.2: Maintain a trained storm spotter team that can observe, detect, and report on severe weather.

Goal 2: Provide timely updates to the University community during inclement weather

Objective 2.1: Maintain situational awareness during inclement weather events.

Objective 2.2: Communicate in a timely fashion to the University community.

Goal 3: Assess and Communicate Impacts

Objective 3.1: When appropriate, activate the University's Damage Assessment Team to survey the storm's impacts.

Objective 3.2: If unsafe conditions exist after a storm passes, communicate those to the University community.

Courses of Action

Observation of Dangerous Storms

The National Weather Service (NWS) radar site that provides coverage to the Bloomington-Normal area is in Lincoln, Illinois. Due to the Earth's curvature, the radar beam is approximately 2,000 feet overhead when it reaches Bloomington/Normal and therefore cannot see beneath that level. Therefore, it is critical that trained severe storm spotters are available to provide an early identification and verification of severe storm conditions that occur below this level.

The University maintains a trained storm spotting team that is available at any time to observe approaching storm systems, looking for signs of severe weather. Emergency Management will activate the storm spotting team based on approaching weather conditions and/or a request from the McLean County Emergency Management Agency (EMA) or the National Weather Service. Generally, spotters will observe from fixed positions (including residence hall lounges) and will report their observations via two-way radio.

The National Weather Service seeks reports of large hail, damaging winds, rotating wall clouds, funnel clouds, tornadoes, flash flooding, storm-related damage, and injuries. Emergency Management will share these reports with McLean County EMA and the NWS. These observations will aid in the issuing of severe thunderstorm and tornado warnings and will help inform EMA's decision to activate the outdoor warning sirens.

Notification of Dangerous Storms

If a funnel cloud or tornado is sighted by trained spotters or is indicated by radar, the National Weather Service will generally issue a tornado warning, which will activate NOAA Weather Radios. Emergency Management has placed NOAA Weather Radios in several campus facilities, including residence hall front desks and large-occupancy facilities including Campus Recreation, Milner Library, and Bone Student Center.

If the funnel cloud or tornado threatens the Bloomington-Normal area, McLean County EMA will activate the outdoor warning sirens. The sirens are designed to alert Bloomington-Normal residents in outdoor areas to immediately take protective actions. After the activation of the outdoor warning sirens or the issuance of a tornado warning by the NWS that is forecast to impact the campus, the University will issue an ISU Emergency Alert. The Alert will identify the dangerous weather condition and advise all campus personnel to immediately seek shelter until further notice. Upon hearing the outdoor warning sirens or receipt of the ISU Emergency Alert, all personnel should immediately seek a shelter location within campus facilities. Campus personnel should remain in the shelter locations until a follow-up "All Clear" is received via ISU Emergency Alert.

Immediate Aftermath of Severe Weather

After exiting shelter areas, personnel should exercise great caution when heading outdoors as active, downed power lines may be resting in water; debris may be present; structures may be compromised.

Injuries, structural damage to facilities, or any other dangerous situation should be reported to ISU Police by dialing 911. If warranted, the University's damage assessment team will activate to survey and assess the structural stability of university facilities.

Damage reports will be shared with the University Emergency Management, which in turn will share those reports with the McLean County Emergency Management Agency and the National Weather Service.

Forecasting Winter Weather's Impact on University Activities

Unlike severe storms, extreme winter weather conditions are generally forecast hours, if not days, in advance. University Emergency Management actively monitors forecasts and participates in scheduled communications with major area employers, educational institutions, public works/highway departments, and the NWS to gain current road reports and near-term forecasts. These efforts, in concert with regular contacts with University Grounds staff, help inform our recommendation regarding the University's status. Key factors influencing a closure recommendation include:

- Wind chill values
- Blizzard conditions
- Ice accumulations
- Ability to keep parking lots, sidewalks and at least one entrance per building clear
- Condition of roads leading to campus
- Power outages

Hazardous Materials Incident

A hazardous materials incident involves the uncontrolled release (intentional or unintentional) of a substance that can harm humans, the environment, and/or property. For small incidents, Environmental Health & Safety (EHS) will conduct response and follow-up activities. For larger incidents, the Normal Fire Department and Bloomington Fire Department's Hazardous Materials Response Team will provide emergency response services while EHS will provide subject-matter expertise.

ISU's goal is to prevent the release of hazardous materials to the greatest extent possible, to develop mitigation strategies to limit exposures, and to provide rapid response capabilities to stabilize and resolve the incident.

Goal 1: Maintain a robust, progressive hazardous materials program

Objective 1.1: Oversee the University's Safety Data Sheet (SDS) program, and work with campus departments to ensure they have appropriate SDSs on file.

Objective 1.2: Ensure proper university laboratory safety training, including ensuring proper handling, labeling, storage, and disposal are in place.

Objective 1.3: Identify where hazardous materials are used on campus.

Objective 1.4: Submit annual SARA reporting to appropriate agencies.

Objective 1.5: Offer regular walk-throughs to first responders in spaces where chemicals are used and stored.

Goal 2: Ensure that adequate hazardous material response services are in place to support the University

Objective 2.1: Ensure contracted firefighting services are appropriate to provide rapid-response services to university facilities.

Objective 2.2: Ensure the safety of all university employees and students during hazardous material incidents.

Objective 2.3: Provide public information on response activities and public safety during major incidents threatening the community and/or the environment.

Goal 3: Enact appropriate follow-up measures after hazardous materials incidents

Objective 3.1: Conduct thorough post-incident investigations.

Objective 3.2: Implement appropriate improvement, training, and/or remediation plans.

Objective 3.3: Identify appropriate waste remediation contractor and have agreements/contracts in place prior to an incident.

Courses of Action

All spills of hazardous substances in any amount shall immediately be reported to Environmental Health and Safety. Environmental Health and Safety will determine the extent of the spill and if there is a need for external resources. ISU Police will be notified if external resources are required. If warranted, the ISU Police Department will issue an ISU Emergency Alert warning the campus of the incident and provide brief protective actions.

The University maintains a service contract with the Town of Normal Fire Department for all fire suppression, medical emergencies, technical rescue, and hazardous materials incident responses on campus. Hazardous Material Incidents will have a Unified Command with a chief fire officer of the Normal Fire Department, an ISU EHS representative, and a Bloomington Fire Department Hazardous Materials Response Team Officer. During an emergency, the responsibility for situation assessment, control, and coordination of resources will depend primarily on the Unified Command at the scene. In order to maintain a current level of familiarization of campus resources, the University conducts activities that include pre-planning, training, and exercises with the Town of Normal Fire Department and the Bloomington Fire Department Hazardous Materials Response Team along with other local agencies.

If a mass casualty incident results from the hazardous material incident, patients should be decontaminated before being treated. The fire department/hazardous materials response team will lead decontamination before beginning typical mass casualty incident procedures.

Hazardous Incident Prevention and Hazardous Material Response Team

Environmental Health and Safety is responsible for the coordination of all administrative, management, planning, training, preparedness, mitigation, and recovery activities pertaining to hazardous materials and circumstances and instances related to hazardous materials. EHS maintains an up-to-date Hazardous Materials Emergency Response Contingency Plan which outlines its internal procedures for responding to and handling hazardous incidents

EHS responsibilities include:

- Coordination before and after an incident, including pre-incident planning
- Maintaining up-to-date Safety Data Sheets
- Ensuring university personnel are trained in their roles as identified by plans and procedures
- Maintaining ongoing contact with corresponding support agencies
- Maintaining trained personnel to support university emergency response and support teams
- Providing a representative to the command post to serve in a unified command or in the operations section
- Providing resources (personnel and equipment) for field and EOC operations during a hazardous material incident
- Coordination of inspection, maintenance, and testing of all protection systems on campus including:
 - Maintaining existing capabilities and identifying new capabilities required to prevent or respond to emerging threats and hazards
 - Coordination and maintenance of facility access for the Normal Fire Department
 - Supporting and keeping other university teams and organizational elements informed of priorities and activities

- A 24/7/365 on-call emergency response representative who has knowledge of ISU's hazardous materials
- Notifying designated agencies of any spills that meet the notification threshold per the chemical's SDS

ISUPD is responsible for supporting Environmental Health and Safety during an incident and is responsible for ensuring the safety and well-being of university employees and students. UPD responsibilities include:

- Helping complete evacuations, as necessary
- Helping secure a perimeter, as necessary
- Controlling traffic movement around affected area(s)
- Control access to affected area(s)

Coordination and Communication

During an incident, all major decisions concerning fire, rescue, hazmat, and EMS operations are the responsibility of Unified Command. In a large-scale incident, a Command Post and staging area may be established at a safe distance from the scene and will serve as a fixed facility for the Unified Command.

Based on the scope and impact of the incident, the Director of Emergency Management will determine if the EOC should be activated.

Upon activation, the Emergency Operations Center may assist in the following ways:

- Assign a liaison to the Incident Command Post to coordinate with the Emergency Operations Center
- Coordinate available university resources by obtaining, deploying, and tracking resources requested by the Unified Command.
- Provide notifications and updates to the campus community and outside agencies regarding the nature of the hazard and make recommendations for protective actions

Recovery Actions

The University Emergency Operations Center will remain activated and will continue to coordinate continuity and recovery efforts until all hazards have been mitigated. The Emergency Operations Center will:

- Deploy the Damage Assessment Team to assess the extent and severity of damages to university property and infrastructure
- Identify alternate facilities for displaced persons and programs for both short-term and long-term relocation, as deemed necessary, depending on the emergency

The Recovery process can occur in two phases: short-term and long-term. Short-term recovery operations will begin during the response phase of the emergency.

The short-term recovery is to restore the University to at least a minimal capacity. Short-term recovery includes:

- Infrastructure restoration
- Cleanup operations



- Restoring critical academic and administrative functions

The long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of all facilities, and disaster response cost assessment/reimbursement. The major objectives of long-term recovery operations include:

- Update applicable hazardous material labels, storage areas, procedures, and/or disposal areas
- Reimbursement for qualifying costs
- Effective integration of mitigation strategies into future recovery planning
- Improving appropriate plans

In the post-disaster recovery period, the Town of Normal Fire Department and the Bloomington Fire Department Hazardous Materials Response Team will perform the following functions:

- Continue to coordinate decontamination functions, as necessary
- Perform other functions as requested by the Emergency Operations Center to alleviate suffering and return the campus community to typical conditions as soon as possible

Active Aggressor

An active aggressor incident includes any action meant to cause death and harm to as many victims as possible. An active aggressor is a person who is actively engaged in killing or attempting to kill people in a populated area, typically using firearms, but other weapons such as knives or vehicles are possible. ISU actively trains to prevent aggressor incidents such as active shooters from taking place. This annex outlines prevention, response, and recovery actions by the University.

Goal 1: Where possible, prevent active aggressor situations from occurring

Objective 1.1: Provide Active Aggressor Training and educate the University community on how to recognize signs of distress in people who may cause an incident. Standardize a curriculum and response actions that are consistently taught throughout the campus community.

Objective 1.2: Provide mental health education, training, and services to students and employees.

Goal 2: Provide rapid police and medical response

Objective 2.1: Provide rapid first responder services to impacted areas.

Objective 2.2: Conduct effective coordination and communications activities related to the incident.

Goal 3: Enact appropriate follow-up measures after the incident

Objective 3.1: Conduct thorough post-incident investigations.

Objective 3.2: Provide adequate support services for faculty, staff, students, and first responders.

Objective 3.3: Implement appropriate improvement, training, and/or remediation plans.

Courses of Action

Before the Incident

Preventing an active aggressor incident is the goal of the University's efforts. If one cannot be prevented, the University will do what it can to limit the incident's impact.

To that end, the University will develop, update, and present violence prevention program services to the University community. These efforts should focus on identifying concerning signs of behavior, early intervention techniques, and providing assistance to anyone who may need it. These services will take the coordinated efforts of numerous departments and teams.

The ISU Police Department and partner law enforcement agencies will routinely train on active aggressor response. These training sessions will often occur in concert with partner agencies. Since the emergency medical services component is integral to active shooter response, joint law enforcement-EMS training sessions will take place.



The University will provide training sessions to the campus community related to preparedness and response actions. The University will also periodically develop, conduct, and evaluate drills and exercises with active aggressors as a component.

The University will also provide awareness campaigns, printed and digital materials, and other messaging to reinforce preparedness for active shooter incidents.

During the Incident

Active shooter incidents affect the entire campus regardless of areas impacted. Upon notification of an incident, the ISU Police Department will issue an ISU Emergency Alert so individuals can take appropriate protective actions. Upon arrival at the incident site, the top priority for public safety responders is to locate and neutralize the threat. Emergency medical personnel will be brought in as soon as possible to tend to any injuries.

Run-Hide-Fight

The University has adopted and actively promotes the Run-Hide-Fight method for responding to active aggressors. This nationally adopted best practice is designed to provide a range of response options, each of which may be viable as the incident unfolds. The term “Run-Hide-Fight” is designed to be memorable in hopes that persons faced with this incident can quickly recall this phrase, which will help guide their response.

Run: If an individual believes it is safe to do so, a good option is to run away from the threat and keep running until at an area believed to be safe.

Hide: If running is not an option, hide in an interior space that you can secure from the threat. Securing a space should incorporate several strategies, each of which adds a layer of protection. Strategies to consider include:

- Lock the door (if locking mechanism available)
- Tightly wrap a cord around a door closer (making it more difficult to open the door from the outside)
- Place and stack heavy items in front of the door
- Close windows, blinds, and shades
- Turn off lights
- Remain quiet and silence cell phones

Fight: If running and hiding are not an option and you are faced with the intruder, you may have to fight with everything you have. Actions to consider include:

- Spread out throughout the space to avoid giving the shooter one easy target
- Throw any object you have at the intruder, with the goal of distracting them
 - If the intruder is distracted, they will momentarily lose aim
 - Standard objects found on campus that may be used include textbooks, phones, fire extinguishers, chairs, tablets/laptops, solid water bottles, backpacks, etc.
- Swarm the intruder with everyone nearby who is willing and able to assist

If the shooter is disarmed, place a trashcan (or similar) upside down over the weapon, notifying law enforcement upon its arrival. No one should pick up the weapon or attempt to move it. Doing so can give the wrong impression to entering law enforcement personnel.

After the subject(s) has been apprehended, ISU Police will lead, with the assistance of partner law enforcement agencies, a search through campus, clearing rooms, and releasing occupants' room by room. This will be done as a precautionary measure to ensure the safety of all on-campus persons.

Coordination and Communications

ISU Police will issue the initial ISU Emergency Alert to notify the campus community of the threat. The University will then open its Emergency Operations Center (virtually if necessary) to coordinate ongoing communications and response operations. Top among EOC priorities during an active shooter incident is to provide frequent updates to the campus community.

In addition to coordinating ongoing communications, the EOC will:

- Gather real-time information about the ongoing incident
- Activate and task emergency response teams
- Support first responders
- Coordinate communications with and support for family members
- Coordinate counseling and support services for the campus community
- Coordinate continuity of operations for spaces that may be off-line for a period of time
- Coordinate resource requests by sourcing, tasking, and tracking those resources

After the Incident

After a crisis of this nature, the University community will need emotional and programmatic recovery services. The University will provide a range of community healing services, including:

- Family reunification services
- Family support services
- Counseling services

The EOC may enact Continuity of Operations Plans for those units and services that may be impacted for an extended period of time. These COOP plans pre-identify how units will continue providing essential services, likely in a diminished capacity, when typical operations are significantly disrupted.

After the incident and continuity operations have ceased, the University will conduct a thorough after-action review and improvement planning process. The effort will document what occurred, actions taken and areas for improvement that should be considered for implementation.

Pandemic or Disease Outbreak

Disease outbreaks can occur on college campuses with so many people living in close, congregate settings, and residents often traveling to other communities and even internationally. Student Health Services typically serves as the coordinating university department, in collaboration with the McLean County Health Department, for such incidents where university students are involved. Should a small disease outbreak occur within the employee sector, Human Resources will serve as the coordinating department.

However, if the impacts of outbreak warrant expanded response efforts, then the Incident Management Team will coordinate the University's response, with Student Health Services, Environmental Health & Safety, and others serving as key subject-matter experts and resources in the response. Responses for public health emergencies will be guided by local, state, and federal public health and government agencies.

Definitions¹⁴

Endemic: The amount of a particular disease that is usually present in a community is referred to as the baseline or endemic level of the disease

Epidemic: Refers to an increase, often sudden, in the number of cases of a disease above what is normally expected in that population in that area

Outbreak: Carries the same definition of an epidemic but is often used for a more limited geographic area; the threshold for being labeled an outbreak may vary depending on disease

Cluster: Refers to an aggregation of cases grouped in place and time that are suspected to be greater than the number expected, even though the expected number may not be known

Pandemic: Refers to an epidemic that has spread over several countries or continents, usually affecting a large number of people

Goal 1: Strive to maintain a healthy campus community

Objective 1.1: Manage and promote disease prevention programs.

Objective 1.2: Require vaccines as dictated by statute or directive.

Objective 1.3: Ensure campus departments have appropriate continuity plans in place.

Objective 1.4: Ensure the University has appropriate insurance coverage for disease outbreak incidents.

Goal 2: Coordinate the response and strive to limit spread of the disease

Objective 2.1: Take appropriate steps to limit the spread of the disease.

Objective 2.2: Implement appropriate Continuity of Operations Plans.

Objective 2.3: Communicate with the campus community.

Goal 3: Provide support services after the incident

Objective 3.1: Take appropriate steps to return the University to typical operations.

Objective 3.2: Engage in after-action reporting and improvement planning.

Courses of Action

Before the Incident

Preventing disease outbreaks is the best course of action and several deliberate actions can aid in achieving this goal. These include public health awareness/education campaigns, encouraging appropriate vaccinations, encouraging good hygiene practices, limiting contact with those who are sick, and identifying and limiting the spread of initial cases.

Student Health Services, Health Promotion & Wellness, and Environmental Health & Safety play key roles in managing programs aimed at preventing disease outbreaks on campus. However, 100% prevention is unrealistic given the interconnectedness of a higher education setting and the often early asymptomatic nature of diseases. Therefore, prevention efforts should form a prominent cornerstone of a pandemic program.

The University should also maintain a current pandemic response plan that details roles, responsibilities, and more specific steps to follow during response. This plan should include a tiered approach to response actions based on the expected or occurring impacts of the incident.

During the Incident

Should the public health community declare a disease outbreak, the McLean County Health Department (MCHD) will serve as lead coordinating agency for the county. Within the University, SHS (for smaller incidents) and the Incident Management Team (when activated) will coordinate response and will liaise with the MCHD to help ensure good communications and coordination between our organizations. Declarations, public health orders, and/or executive orders may be issued by local, state, and federal public health and government agencies. Professional organizations may also provide guidance within their sectors. The University will follow binding orders and will consider applicable guidance when responding to public health incidents.

During a public health emergency, the primary response goals are detecting and limiting the spread of the disease and providing care for those who have been exposed, infected, and/or are sick. This is especially true for those who are immunocompromised or are more susceptible to catching or transmitting the illness.



Rarely, incidents will require the rapid deployment of medications and/or vaccines to mitigate the spread. If this does occur, the University may be the recipient of, and/or a partner in the deployment of the Strategic National Stockpile (SNS). The SNS is a national program that has key stores of medical equipment pre-staged around the nation for ready distribution. The University has written agreements with the MCHD to assist in standing up Points of Dispensing (PODs) of medications and supplies received from the SNS or other sources.

Should the incident require additional rapid provisioning of goods and/or services, emergency procurement measures outlined in this plan may be implemented. Similarly, should the incident result in a significant disruption to university operations, continuity plans may be implemented.

Having sufficient numbers and capabilities of health care personnel will be a key factor in the University's ability to manage its portion of a public health emergency. Student Health Services will serve as a focal point for medical operations, but the University may call upon partnerships to help ensure adequate staffing. These may include the Mennonite College of Nursing, Redbird EMS, University Laboratory School Nurse, athletics trainers, former/retired medical personnel, Illinois National Guard, contractors, mutual aid, etc.

Larger disease outbreaks may require the quarantining and/or isolation of impacted persons. Those who carry the disease in question may be subject to public health isolation orders, and those who are deemed close contacts with an individual who carries the disease may be subject to public health quarantine orders. Since university constituents live in various locations around and outside the community, several strategies may need to be considered, including staying home. For residents who live on campus, "home" may include their permanent home or a temporary on-campus space, if available. For those circumstances when isolation and/or quarantining occurs on-campus, the University should consider meals, sanitation, remote instruction, and other critical services that are in line with capabilities and current public health requirements/guidance.

If specific infection control measures are warranted (such as contact tracing, physical distancing, face coverings, physical barriers, enhanced cleaning, etc.), the IMT will coordinate and communicate their implementation.

Vaccines or other measures, once approved and available, may become required as additional measures to combat the disease outbreak. In addition, some outbreaks may require nearly all people to stay home, even if not currently infected with the disease. Work-from-home, remote learning, event cancellations and postponements, and other significant alterations to traditional university operations may need to be considered. People who do not follow directives during a public health crisis may be subject to university, Public Health, and/or criminal consequences.

Depending on the nature of the disease outbreak, domestic and/or international travel may be impacted. If university constituents are stranded, the University will provide assistance as capabilities and resources permit. The most common form of assistance is provided via insurance policies that provide provisions for university constituents who need assistance while overseas. However, these resources may be limited or unavailable due to the nature of the incident.

Surrounding all public health operations is regular communications to the campus community. This will be a core objective of response.

After the Incident

Recovery from a disease outbreak can take a long time and may result in an increase in demand for mental health services and a prolonged re-acclimation to campus. In addition to providing for the emotional and physical well-being of the University community, the University will seek lessons learned and implement appropriate improvements.

^[1] <https://www.cdc.gov/csels/dsepd/ss1978/lesson1/section11.html>

Bomb Threat or Explosion

A threat is a statement of intention to do harm, and can be a direct, indirect, veiled, or conditional threat. These threats can occur in person, over the phone, or written somewhere. Most threats received are not credible; however, all must be taken seriously and investigated by ISUPD.

Goal 1: Provide threat assessment training

Objective 1.1: Provide training and educate employees and students on how to recognize threats and how to report threats to proper authorities.

Objective 1.2: Distribute a bomb threat checklist throughout the campus community to guide and assist those who may receive a bomb threat.

Goal 2: Fast and effective public safety response

Objective 2.1: Have preparedness and response programs in place within occupied campus buildings to support occupants responding prior to first responders' arrival.

Objective 2.2: Support first responders in rapidly responding to and addressing bomb threats and explosions.

Goal 3: Enact appropriate follow-up measures

Objective 3.1: Conduct thorough post-incident investigations.

Objective 3.2: Ensure adequate counseling services are available for faculty, staff, students, and first responders.

Objective 3.3: Implement appropriate improvement, training, and/or remediation plans.

Courses of Action

Threat/Pre-detonation

University employees should have ready access to Bomb Threat procedures, including a checklist. This checklist will guide employees on how to interact with someone who is calling in a bomb threat. For phoned-in bomb threats, the recipient should stay on the phone with the caller and work through the checklist. If possible, the recipient should gain the attention of a co-worker, explain what is transpiring and the co-worker should immediately call 911.

For bomb threats received via all other means, the person noticing the bomb threat should immediately call 911 and follow instructions conveyed by the 911 Dispatcher. If an evacuation is ordered, ISU Police will issue an ISU Emergency Alert and building occupants should follow procedures outlined in the Shelter-In-Place, evacuation, and Accountability annex.

If an explosion within a building does occur, the following procedures should take place.

Post-explosion

Building occupants should take immediate protective actions, which may include evacuation and/or sheltering. Each incident is unique, and occupants will need to rely on plans, training, experience, and personal judgement to make decisions that are best for the dynamic situation.

When ISU Police are notified of an explosion, they will issue an ISU Emergency Alert notifying the campus community to stay away. They and the Normal Fire Department will respond to the site. Based on the nature of the incident, ISU Police and/or Normal Fire Department will search through the building, clearing rooms and occupants, room by room.

The Normal Fire Department maintains the region's Technical Rescue Team, which is trained and equipped to locate and free victims trapped in collapsed structures. If needed, the Normal Fire Department can request similar teams from other regions. The Normal Fire Department will also be responsible for the assessment, treatment, and transport of any patients.

Personnel from Facilities Management may be requested to assist with utility disconnects.

The Emergency Operations Center may assist in the following ways:

- Coordinate available university resources by obtaining, deploying, and tracking resources requested by the Incident Commander
- Provide notifications and updates to the campus community and outside agencies regarding the nature of the hazard, and make recommendations for protective actions
- Damage assessment team may be activated to assess damage to campus facilities

Recovery Actions

An explosion within a facility may render all or portions of the facility inaccessible and/or unusable for an extended period, either to support investigatory efforts or to await structural repairs.

The University Emergency Operations Center closes once the emergency has been placed under control. If recovery operations are needed after the incident has been placed under control, then the Emergency Operations Center will remain activated and will continue to coordinate recovery efforts including:

- Assessment of the extent and severity of damages to university property and infrastructure
- Identify alternate facilities for displaced persons and programs, if needed
- Communication with university personnel including those who have been transported to local hospitals

The Recovery process can occur in two phases: short-term and long-term. Short-term recovery operations will begin during the response phase of the emergency. This may include running mass care and sheltering (See Mass Care and Sheltering Annex) and continuing with family assistance (See University Community Assistance Annex).

The short-term recovery is to restore the University to at least a minimal capacity. Short-term recovery includes:

- Infrastructure restoration
- Debris removal
- Cleanup operations
- Abatement and demolition of hazardous structures

- Restoring critical academic and administrative functions
- Making available adequate counseling services for faculty, staff, students, and first responders
- Restoring critical academic and administrative functions

The long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of all facilities, and disaster response cost assessment/reimbursement. The major objectives of long-term recovery operations include:

- Improving the University's *Emergency Operations Plan*
- Reimbursement for qualifying disaster costs
- Effective integration of mitigation strategies into future recovery planning
- Ensuring university employees and students can return to everyday functions

In the post-disaster recovery period, the Normal Fire Department will perform the following functions:

- Coordinate outside fire suppression assistance, as necessary
- Perform functions as requested by the University Emergency Operations Center to alleviate suffering and return the campus community to typical conditions as soon as possible



Cybersecurity Incident

A cybersecurity incident is an unauthorized act against university IT resources and systems that may result in service interruption, breach, compromise or loss of data, or related impacts to the University. While cybersecurity incidents regularly occur, major cybersecurity incidents that can result in significant impacts to the University and its stakeholders are rarer. This annex highlights how the University will prepare for, respond to, and recover from major cybersecurity incidents.

Goal 1: Ensure the University is protecting against and preparing for major cybersecurity incidents

Objective 1.1: The University will develop and maintain cybersecurity incident response plans.

Objective 1.2: The University will develop and promote cybersecurity awareness campaigns and training for users of university IT resources and systems.

Objective 1.3: The University will employ measures to manage and protect university IT resources and systems from cyber threat.

Objective 1.4: The University will develop and maintain an emergency response team dedicated to major cybersecurity incidents.

Goal 2: Implement measures to rapidly respond to major cybersecurity incidents

Objective 2.1: Emergency response teams will work to limit the impacts to the University and its stakeholders, identify the incident cause(s), and mitigate further damage to university IT resources and systems.

Objective 2.2: Communicate with the University community, media, and other interested parties as the incident progresses.

Objective 2.3: When appropriate, actions will be undertaken to support impacted critical university services.

Goal 3: Support university operations in the aftermath of a major cybersecurity incident, review the incident, and implement improvement efforts

Objective 3.1: When appropriate, implement Continuity of Operations Plans for impacted programs.

Objective 3.2: The University will conduct a formal After-Action Review/Improvement Planning process.

Courses of Action

Cybersecurity incidents can occur with little to no notice. In a matter of a few hours or days, these incidents can evolve into major incidents. Once detected, the nature of these incidents often requires rapid response to limit impacts and ongoing coordinated response to manage the impacts of the incident. The University will enact efforts to prevent and mitigate (where possible) the impacts of a cybersecurity incident. When additional actions are required, emergency response, continuity, and/or recovery efforts will be undertaken.

Response actions will be guided by the dual priorities of limiting the impacts to IT resources and systems and continuing university operations.

Before the Incident

Prevention is the most desirable course of action, and deliberate steps will be taken to protect the University's IT resources and systems from cybersecurity incidents. Given the unique and potentially disruptive nature of cybersecurity incidents, a response plan will be developed and maintained by the Information Security Office. This plan will include provisions for responding to the technical aspects of a cybersecurity incident. In addition, the University's information technology community will regularly and proactively engage users of the University's IT resources and systems to inform them of cybersecurity threats and share tactics for responsible usage of those resources and systems.



The University's IT community will also implement measures to identify and prevent cybersecurity incidents before they occur and automate the rapid discovery and mitigation of cybersecurity incidents that may be underway. These efforts will continually evolve given the rapid, dynamic changes in this area.

The University maintains cyber liability/security coverage to mitigate the severity of a cyber event. In addition to this insurance coverage, the insurer provides various technical resources for consultation, risk management, and risk assessment in the event of a major incident.

Certain threats and hazards warrant the creation of specialty teams to facilitate a rapid, capable response. This threat is of a unique, technical nature, and the impacts of an incident can be immediate and widespread. This threat is not reflective of the typical attempted intrusions that happen on a near-daily basis. As such, the University will create an IT Cyber Emergency Response Team (IT-CERT) that will activate to address the technical aspects of a cybersecurity incident. The membership of the team is comprised of IT, law enforcement, administrative officials, and support personnel who are trained and skilled in responding to cybersecurity incidents.

While the threat from cybersecurity incidents remains on the University's Hazard Identification and Risk Assessment (HIRA), appropriate drills and exercises will be developed and conducted to mature the University's capability to respond to and recover from these threats.

During the Incident

When appropriate, IT professionals are empowered to take appropriate actions to mitigate an emerging cybersecurity threat. The overriding goal in this initial action is to protect the University's IT resources and systems from harm. After this initial action, the IT-CERT should be activated to determine the scope of the incident and next steps including further involvement. In the event of a cybersecurity major incident, the IT-CERT team will work with the University's Incident Management Team (IMT).

During a cybersecurity major incident, the IT-CERT will address the technical aspects of response and the IMT will perform coordination activities. Specifically, the IT-CERT should carry out measures to contain the incident, preserve evidence, conduct investigation, liaise with IT teams regarding impacts and potential workarounds, liaise with appropriate internal and external parties, and liaise with the IMT on status and impacts. The IMT will keep the University community and external partners informed, will assess the impacts to university operations, coordinate appropriate responses, keep the Policy Group informed, and provide guidance and direction to the IT-CERT and the IT community on prioritization and state of IT resources and systems.

Depending on the nature of the incident, IT resources and systems may be unavailable for a period of time. When necessary, departments may implement their continuity of operations plans to continue delivering essential services. The Incident Management Team will coordinate overall continuity efforts and will assist departments with the implementation of their plans.

After the Incident

Once the cybersecurity threat is no longer active, recovery actions will take place. Based on the nature of the incident, some IT resources and systems may have to remain off-line in support of a law enforcement investigation. Others may be restored in a limited fashion, or without historical data, while more permanent solutions are implemented.

Restoration priority of IT resources and systems are documented in continuity of operations plans and IT Disaster Recovery plans. If the needs at the time of the incident warrant deviations from documented restoration priorities, the IMT, with the support of the Policy Group, will provide the University IT community with modified priorities.

University officials will determine if a data breach has occurred and the course of action to notify and support individuals impacted by it.

Utility Outage & Disruption

The University relies primarily on five utilities to support operations: electricity, water, steam, chilled water, and natural gas. The University produces and distributes its own steam and chilled water and partners with providers for the remaining utilities. While short-duration utility outages do occur, longer-duration outages are rare, but can significantly disrupt university operations, including impacting the health and safety of the University community.

This annex will discuss how the University will respond to and attempt to minimize the impacts of utility disruptions.

Goals 1: Assess and minimize risks associated with unplanned utility outages to ensure minimal impact to university operations

Objective 1.1: Identify and maintain a list of university operations which are highly dependent on the proper operation of utility systems.

Objective 1.2: Maintain and improve utility system infrastructure to (1) maintain high-quality service and (2) limit service interruptions. Work with utility partners to maintain and improve utility services provided to campus.

Objective 1.3: Support and provide education and training for university employees responsible for operating and maintaining utility systems.

Objective 1.4: Cultivate and strengthen partnerships with utility providers, contractors, and/or vendors.

Goal 2: Limit the magnitude of unplanned utility outages to allow quick and efficient utility system recovery

Objective 2.1: Enact procedures and guidelines to affected university departments during an unplanned utility outage situation.

Objective 2.2: Implement and maintain feasible backup systems to restore or supplement utility operational capacity.

Objective 2.3: Ensure adequate information and updates are communicated to the University community throughout all phases of an unplanned utility outage.

Goal 3: Identify and support continuous improvement of utility systems

Objective 3.1: Perform thorough after-action reviews following unplanned utility system outages.

Objective 3.2: Develop and implement an improvement plan following unplanned utility system outages.

Courses of Action

Primary response and recovery activities fall within two university departments: Facilities Management and Environmental Health and Safety. Both departments will work before, during and after an incident to identify the cause of utility outages to campus and assess outage impact to the University community and maintain critical life safety functions. Each will make recommendations for utility recovery and the measures necessary to prevent further damage to university resources, as well as mitigating efforts to

lessen the impact of the outage to campus and deploy personnel and resources to implement utility outage assessment and recovery.

Before

- Work with university utility providers to identify areas of concern, determine redundancy, and build relationships to respond to incidents quickly
- Map campus utility feeds and determine which buildings are connected and interconnected to each feed to recover services more efficiently
- Maintain resource records, such as generator size, type, and location for use in emergency situations
- Maintain contracts for services and suppliers for backup utility services, repairs, and alternate sources, as needed
- Work with university departments and organizations with critical power needs to determine mitigation efforts to lessen the impact of outages
- Consider new chilled water loop interconnections to provide additional redundancy
- Determine trigger points for actions that need to be taken once a utility service is disrupted

During

When an incident occurs that impacts a utility service, the University will conduct site assessments to determine the level of damage, the response needed, an estimated timeline to repair, and any mitigating actions that could be taken to lessen outage impact to campus.

Steam and Chilled Water

- Notification will be made via alarms sent via text from the Building Automation System to the Heating plant
- Determine which chiller plant is impacted by the outages and if they are interconnected with other plants to maintain chilled water service
- Determine how to re-prioritize loads in the loops to maintain services with the most critical need
- Determine cause for the outage and estimate for repair, notify necessary contractors or suppliers as needed
- Take measures to maintain temperatures to the greatest extent possible (turn off air handling units, exhaust fans, outside air intakes, overhead lights, etc.)

Natural Gas

- Work with Nicor Gas to determine outage and cause of leak and estimated timeline for repair
- During cold weather, relocate personnel if outage will be extensive, and winterize the building to prevent pipe freezing
- If gas service to boiler plant is lost, the plant will be down until gas service is repaired or other mitigation options are determined

Water

- Determine location and cause of the water loss
- Determine which buildings are impacted and what water uses are needed in that location
- Work to determine a repair estimate and any alternative water sources if available
- The plumbing foreman would contact Town of Normal if a city-owned line is impacted
- Waterline Response and Repair SOP will be referenced



- Determine if boil orders are needed for drinking, washing, and food preparation
- Notify building occupants of the outage and any necessary mitigations that must be taken regarding water use
- Work with Event Management, Dining, and Hospitality on food service impact and work with EMDH on safe food-handling in boil orders
- Work with science departments on the impacts to research and notifications to researchers in critical spaces

Electricity

- Verify outages and utilize mapping to indicate which buildings and services are without power or likely to be impacted by power outage
- Determine a cause for the outage: university lines or electrical provider; if it is the electrical provider, contact for assistance and an estimated time of arrival
- Assign a Facilities Management representative as the single point-of-contact for the Ameren response
- Communication of unplanned outages to the Facilities team and the Incident Management Team
- Determine if pre-staged generators have started in and are operational
- Determine if anyone is trapped in elevators or other locations and needs assistance with evacuation
- Evacuate buildings, if occupied, if emergency lighting is unavailable or not operational
- Determine potential impact to food service on campus
- Coordinate with university departments in buildings with outages to maintain known critical services during the expected power outage

After

- Review mapping to ensure utility outages impacted expected buildings based on identified service line(s)
- Review and revise utility contracts and backup providers following incident to preserve continuity of services, where possible
- Following a utility outage that impacts university departments, review mitigation efforts, revise as necessary to prevent future disruptions
- Evaluate pre-established trigger points for effectiveness
- Capture any costs associated with the outage and repairs

APPENDIX 1: NIMS ADOPTION



ILLINOIS STATE UNIVERSITY
Illinois' first public university

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ADOPTION OF THE NATIONAL INCIDENT MANAGEMENT SYSTEM

It is hereby resolved by Illinois State University, Town of Normal, County of McLean, State of Illinois, that:

WHEREAS; Emergency Response to critical incidents, whether natural, technological or human-caused, requires integrated professional management, and

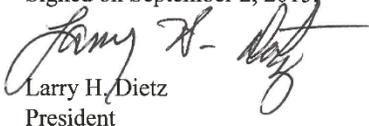
WHEREAS; Incident Command and Unified Command of such incidents are recognized as the management models to maximize the public safety response, and

WHEREAS; the National Incident Management Systems, herein referred to as NIMS, has been identified by the Federal Government as being the requisite emergency management system for all political subdivisions, and

WHEREAS; the Campus Safety Act requires that Illinois State University has a system-compliant, all-hazards, emergency response plan in partnership with the institution's county or major municipal emergency management official and NIMS is an integral part of such plan.

THEREFORE; it shall be the public policy of Illinois State University to adopt the NIMS concept of emergency planning, incident command and unified command. It shall further be the policy of the University to train appropriate personnel in emergency management practices to the recommended levels and provide continuing training as required to retain their skills.

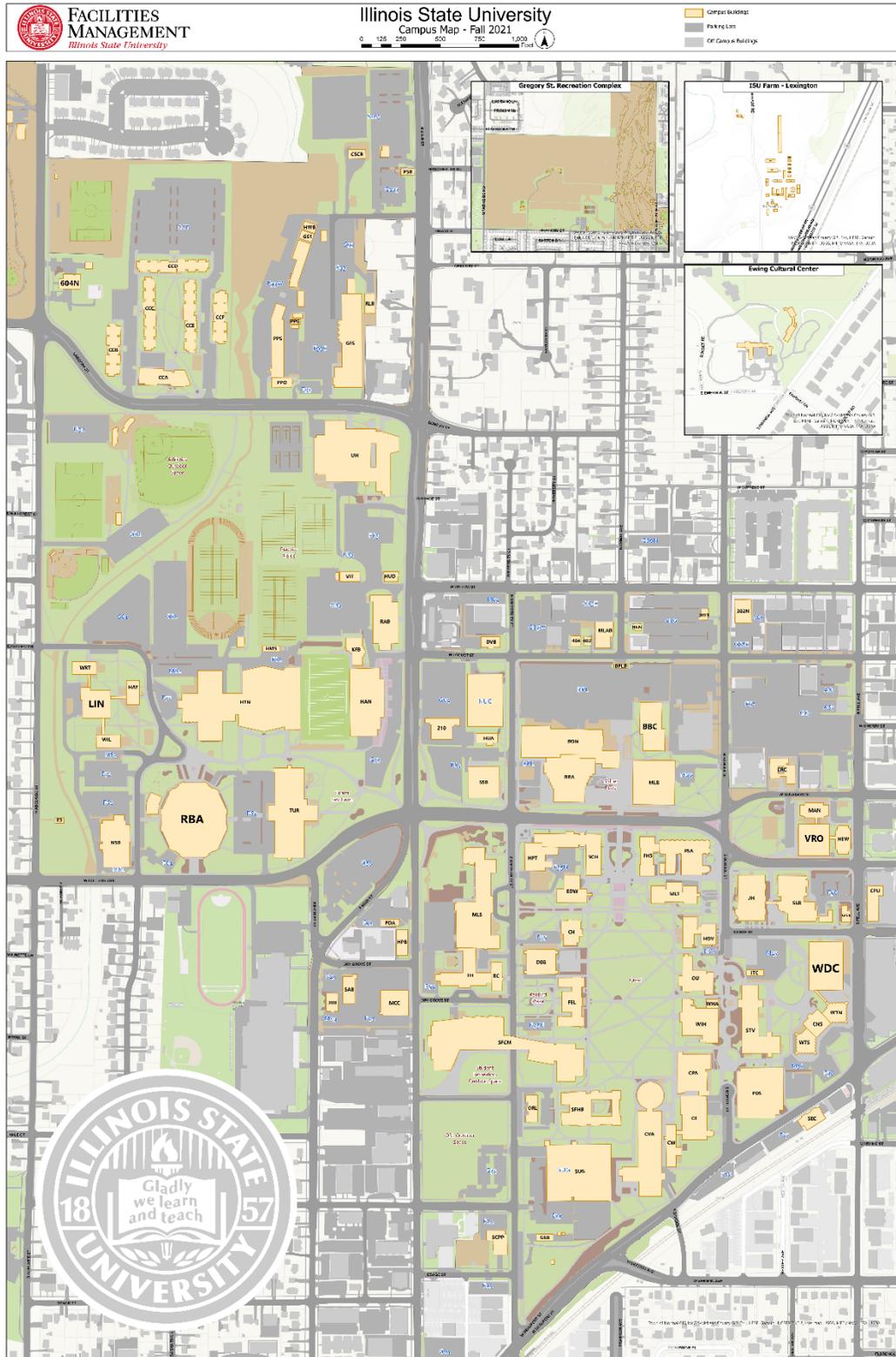
Signed on September 2, 2015,


Larry H. Dietz
President

An equal opportunity/affirmative action university encouraging diversity



APPENDIX 2: MAP





EMERGENCY MANAGEMENT

Illinois State University

