2024-25: Emergency Management Plan

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I. Introduction

A. Purpose

The purpose of the Colorado College Emergency Management Plan (EMP) is to provide the management structure, key responsibility, emergency assignments, and general procedure to follow in preparing for, responding to, and recovering from emergency situations. This plan should enable the college to respond to all hazards (small or large) and incorporates operating procedure from the Incident Command System (ICS) and the National Incident Management System (NIMS), for handling emergencies which could disrupt normal campus operations such as, but not limited to: fires, floods, storms, earthquakes, hazardous materials incidents, terrorist threats and other potential disasters.

This plan was developed to establish guides and procedures to mitigate the potential consequences of an emergency/administrative event that threatens the health and safety of Colorado College students, faculty, staff, visitors, and the general public. Through implementation of these operational response polices and guidelines, the overall effects of an incident can be minimized.

This plan may also be implemented when there is a situation on campus that requires specialized communications and/or coordination of multiple activities such as large campus events. The plan is designed to provide for open communication within Colorado College, Colorado Springs First Responders and the surrounding community, to provide efficient and effective recovery from an emergency.

The Colorado College EMP is a living document that grows and develops with Colorado College. The EMP will be reviewed annually and revised as needed. Updates and changes are based on lessons learned during actual emergency situations, exercises and when changes in threat hazards, resources and capabilities, or organizational structure occur.

B. Scope

This EMP is a campus-level plan that guides the emergency response of appropriate Colorado College personnel and resources during an emergency. The plan is designed and intended to address numerous hazards that may affect the college. Through the utilization of an all-hazards planning model, this plan may be used for any type of incident, whether natural, man-made, or technological. This plan applies to all departments, personnel, and agents of Colorado College, although some departments or agencies may have more specific roles and responsibilities within emergency operations.

This plan is the official EMP and supersedes previous plans. It precludes employee actions that are not in concert with the intent of this plan, or the emergency organization created by it. Nothing in this plan is to be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan or any appendices hereto.

The plan and organization will be subordinate to local, state, or federal plans during a disaster declaration by those authorities. This EMP applies to all activities conducted at Colorado College by College personnel, students, and visitors. The emergency

management programs and procedures for specific buildings/facilities and areas are consistent in framework but may vary in scope based upon the individual building activities, operations, and hazards.

C. Mission

It is the mission of Colorado College to respond to an emergency situation in a safe, effective, and timely manner. College personnel and equipment will be utilized to accomplish the following priorities:

Priority I:	Protection of Human Life
Priority II:	Support of Health, Safety and Basic Care Services
Priority III:	Protection of College Assets and Reputation
Priority IV:	Maintenance of College Services
Priority V:	Assessment of Damages
Priority VI:	Restoration of General Campus Operations

D. Assumptions

This EMP is predicated on a realistic approach to a problem likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event.

Due to the uniqueness of our campus we can and should assume that certain facts will affect us.

- An emergency or disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this plan, should serve only as a guide and checklist, and may require modifications in order to meet the requirements of the emergency.
- An emergency or a disaster may be declared if information indicated that such conditions are developing or probable.
- Disaster may be community wide. Therefore, it is necessary for the college to plan for and carry out disaster response and short-term recovery operations in conjunction with local resources.
- Regional and local services may not be available, requiring Colorado College to be self-sustaining for 72-96 hours.
- Students / staff who reside on campus could be displaced.
- Utilities (gas, water, electricity) could be affected.
- Roads and highways to and from the college could be closed affecting normal or even life-sustaining deliveries.
- Communication to loved ones could be compromised and the ability to return to homes may be interrupted.
- Various departments that are tasked with response and recovery may need to be relocated.
- Colorado College may become a sheltering area for those evacuating other parts of the city or the region affected by the disaster.

E. Authority

This EMP is authorized by the president of Colorado College and administered by the chair(s) of IMT. The chair(s) is/are responsible for securing the cooperation and agreement of campus constituencies regarding the EMP.

F. Limitations

It is clearly and specifically acknowledged by Colorado College's Incident Management Team (IMT) that no guarantee is implied by this plan. Because college and local government assets and systems may be damaged, destroyed, or overwhelmed, the college can only endeavor to make responsible efforts to respond based on the situation, information, and resources available at the time.

G. Readiness Conditions

Many emergencies involve a recognizable build-up period during which actions can be taken to achieve a gradually increasing state of readiness. These states are called readiness conditions and consist of a three-tiered system. On each tier, specific actions can be taken to reduce and/or eliminate the threat of specific disaster situations.

The following readiness conditions will be used as a means of increasing the college's alertness and emergency preparedness:

Normal Conditions:
- Day-to-day events. Low risk of critical incident(s).
- Readiness actions involve ongoing emergency planning, prevention, and mitigation activities.

Increased Readiness:

Increased Readiness refers to a situation that presents a greater potential threat than "Normal Conditions" but poses no immediate threat to life and/or property. Increased Readiness actions may be appropriate when situations, such as the following, occur:
- National Weather Service (NWS) hazardous weather outlook forecasts the possibility of a winter storm and/or severe thunderstorm developing within the next three to seven days.
  - Readiness actions include notification to IMT members and departmental heads, increased situation monitoring, placement of selected staff on alert, and review of plans at departmental level in preparation for a potential event.
- Flash Flood Watch: indicates flash flooding is possible due to heavy rains occurring or expected to occur.
  - Readiness actions may include: increased situation monitoring, the conducting of reconnaissance of known trouble spots, and deployment of warning signs/alerts.
- Mass Gathering: for mass gatherings and/or events with previous history of problems

- o Readiness actions may include: review of security, traffic control, fire protection, and first aid planning with organizers, and determination of additional requirements.
- Wildfire:
  - o Readiness actions may include: notification to IMT members and departmental heads, increased situation monitoring, review of plans at departmental level in preparation for a potential event.

Heightened Readiness:
Heightened readiness refers to a situation with a significant potential for causing loss of life and/or property. This condition will normally be communicated to departmental heads, the Incident Management Team (IMT), the Policy Group (President's Cabinet), and possibly a wider communication to the entire campus community. Events that may trigger a level of Heightened Readiness could include:

- National Weather Service (NWS) and contract weather monitoring service report the probability of severe weather and possibly tornados in next 24-48 hours.
  - o Readiness actions may include decisions regarding partial or full activation of the EOC, continued monitoring, preliminary actions on the part of departmental heads, and IMT to ensure essential services are maintained, and determinations of which information will be disseminated campus wide and by what mechanisms.

- Winter Storm Warning: issued when heavy snow, sleet, and/or freezing rain is forecasted to occur, separately or in combination.
  - o Readiness actions may include: the pre-positioning of resources and equipment, assessment of staffing/absentee levels, preparation for possible power outages, putting maintenance and road crews on stand-by to clear and/or sand the roads, and continuous situation monitoring.

- Mass Gathering: demonstration/civil disorder expected with potential for disruptive activities and localized violence.
  - o Readiness actions may include: increasing of law enforcement presence and the conducting of continuous situation monitoring.

In times of Increased Readiness and/or Heightened Readiness a full or partial EOC activation may occur to help monitor the situation(s) and organize resources.

II. Emergency Organizational Structure

A. POLICY GROUP (President's Cabinet)

The Incident Command System (ICS) hierarchy of command must be maintained and not even executives and senior officials should bypass the system. The executives/senior officials (president, deans, VPs, etc.) are accountable for the incident. Along with this responsibility, by virtue of their position, these individuals have the authority to make policy decisions, commit resources, obligate funds, and obtain the resources necessary to protect the faculty, staff, students, visitors, and facilities at Colorado College.

The PG is to delegate authority for on-scene incident operations to the IC and/or EOC manager. The PG will not assume command role over the on-scene incident operation. The role of the PG is to:

- Provide policy guidance on priorities and objectives based on situational needs and the Emergency Management Plan.
- Oversee resource coordination and support to the on-scene incident from an operations center.
- Provide policy and support to the IC and/or the EOC manager with official executive actions, liaison to other agencies and representation to the community and elected official.

The PG Composition/Chain of Command:

The PG is activated and chaired by the president at his/her calling or upon advice of the chair(s) of IMT or the IC. In the absence or unavailability of the president, the chain of command for the EMP is as follows:

- Vice President and Dean of the College COO
- Vice President of Student Life
- Vice President of Finance and Administration
- Vice President and Dean of the Faculty
- Vice President of Advancement
- Vice President of Information Management
- Vice President of Admission
- Vice President and Director of Athletics
- Executive Vice President and Chief of Staff

If the PG is convened, members may report in Teams or at a designated location. If the incident impacts the Spencer building, the PG will convene in Armstrong 210.

B. Management Team (IMT)

The president will appoint an Incident Management Team (IMT) that will be responsible for developing and updating this EMP on an as-required basis. The team will gather and maintain information about current capabilities and about possible

hazards and emergencies and conduct Threat and Risk Assessment(s) in accordance with FEMA (Federal Emergency Management Agency). IMT will assist in integrating the plan into the normal operations of the college.

C. **Designated Employees**

As a residential college, the College typically maintains full services operations for the campus. In cases of emergencies or natural disasters, the college will make a decision to maintain essential limited services to the campus community. Department heads shall identify which limited services will be provided and which staff are needed based on the academic schedule, special events, time of year, and day of the week. Supervisors are staff are expected to communicate with each other about the natural disasters and other emergency situations and make advanced plans for covering limited functions when these situations occur.

Limited essential functions and needed positions may also be listed in a department's Business Continuity Plan. The college's overtime policy will be apply for hourly paid staff.

D. **College Incident Command System (ICS) Organization, Position Responsibilities and Functions**
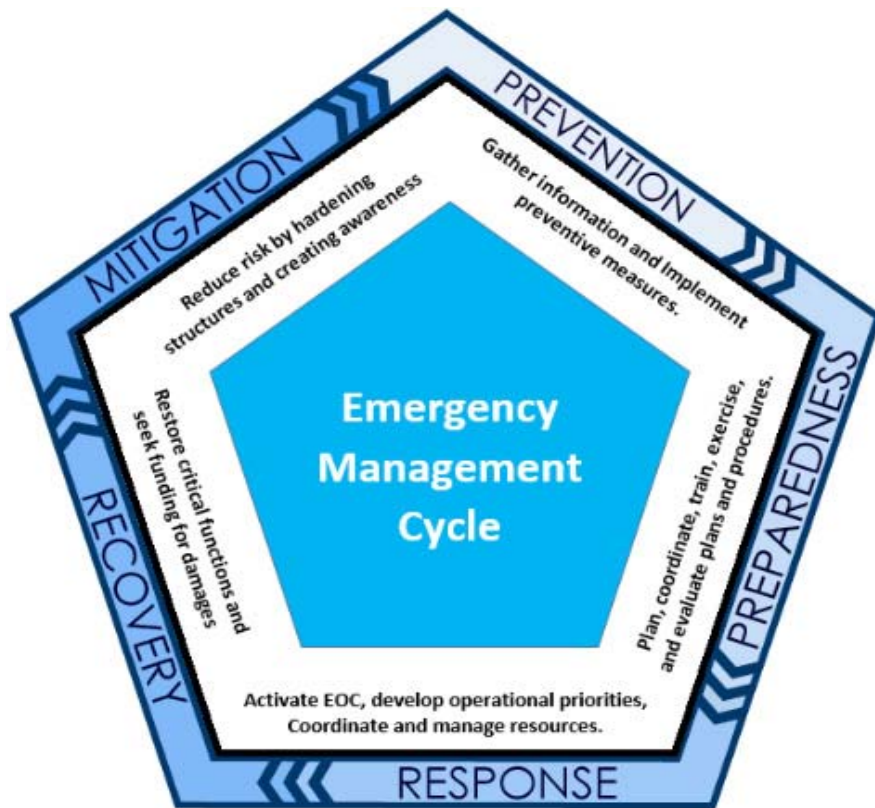
ICS: is a standardized on-scene, all-hazards incident management approach designed specifically to allow responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries. ICS is flexible and can be used for incidents of any type, scope, and complexity. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents.

ICS is used by the FEMA and throughout the United States as the basis for emergency response management. Use of ICS at Colorado College facilitates the college's ability to communicate and coordinate response actions with other jurisdictional and external emergency response agencies. The college intends to employ ICS in managing emergencies along with preplanned events; the first responder to the incident becomes the initial incident commander (IC) until relieved by a more qualified person.

The Colorado College Emergency Management Plan follows the four phases of emergency management cycle as defined by FEMA. Mitigation, Preparedness, Response and Recovery.

The Four Phases of Emergency Management		
Mitigation- Preventing future emergencies or minimizing their effects	: : :	Includes any activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Buying flood and fire insurance for your home is a mitigation activity. Mitigation activities take place **before** and **after** emergencies.
Preparedness- Preparing to handle an emergency	: : :	Includes plans or preparations made to save lives and to help response and rescue operations. Evacuation plans and stocking food and water are both examples of preparedness. Preparedness activities take place **before** an emergency occurs.
Response- Responding safely to an emergency	: : :	Includes actions taken to save lives and prevent further property damage in an emergency situation. Response is putting your preparedness plans into action. Seeking shelter from a tornado or turning off gas valves in an earthquake are both response activities. Response activities take place **during** an emergency.
Recovery- Recovering from an emergency	: : :	Includes actions taken to return to a normal or an even safer situation following an emergency. Recovery includes getting financial assistance to help pay for the repairs. Recovery activities take place **after** an emergency.

Emergency Management Cycle

PREVENTION
Gather information and implement preventive measures.

MITIGATION
Reduce risk by hardening structures and creating awareness

PREPAREDNESS
Plan, coordinate, train, exercise, and evaluate plans and procedures.

RECOVERY
Restore critical functions and seek funding for damages

RESPONSE
Activate EOC, develop operational priorities, Coordinate and manage resources.

Plan Activation

A. **Emergency Authority**

As stated in Section 1, this plan is authorized by the president and administered by the chair(s) of IMT. The "emergency authority" is the authority to activate this plan. The Emergency Authority is in the hands of the on-scene incident commander. The IC will have the authority to implement portions of this plan and make proper notifications to IMT and the presidential cabinet.

Only the president or the individual directly authorized by the president has the authority to declare a campus state of emergency. To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following is the standard succession of authority. The line of authority is as follows:

Absence from Campus

Those in positions of authority must identify their lines of succession during their absence. Individuals are responsible for notifying the chair(s) of IMT and Campus Safety by email using the subject line: Temporary Line of Authority Change. The email must include the duration of their absence and who will be assuming their role for that time. The individual assuming the role must be copied on this email notification.

- o Vice President and Dean of the College COO
- o Vice President of Student Life
- o Vice President of Finance and Administration
- o Vice President and Dean of the Faculty
- o Vice President of Advancement
- o Vice President of Information Management
- o Vice President of Admission
- o Vice President and Director of Athletics
- o Executive Vice President and Chief of Staff

B. **Levels of Classification and Response**

In responding to any emergency it is important for the college's IC to classify the severity or level of the incident, as laid out in Section 1 under Emergency Classifications. The severity or level of the incident may increase or decrease during response activities, requiring the level of response to be adjusted. It is critical that the IC assess the situation at the start of the incident and throughout the

incident. This will help with resource management, which in turn will help control the response and recovery cost.

Level 1: *Routine Response –*
- No significant impact on local response resources.
- Normally involves only one response agency, but may require minimum cooperation or support from other response agencies or departments.
- ICS may be used to handle the incident. IMT may be notified, but the EOC is normally not activated.
- Examples: Minor water pipe leak within a building, minor chemical spill/student-related incident, serious but small-scale incidents such as student with suicidal ideations.

Level 2: *Non-Routine Response –*
- Exceeds the capability of initial on-scene or on-duty emergency response personnel and equipment.
- Requires resources from multiple response agencies and departments.
- A full or partial EOC activation may occur depending on the situation.
- ICS should be activated and used. IMT will be notified.
- Example: Structure fire, isolated power failure greater than four hours, impending severe winter storm, IT issues or incident involving a sports team or class while traveling on school related events, accidental death of one student.

Level 3: *Critical Incident –*
- Exceeds the capability of available emergency response personnel and resources.
- Requires full mobilization of college resources and substantial mobilization of city, county, state or federal resources
- ICS will be activated and used. IMT will be notified
- A full or partial EOC activation may occur depending on the situation.
- Example: Active shooter on campus, tornado touchdown, long term power failure, significant number of college-critical functions are disrupted, or significant IT breach.

C. Plan Notification and Activation

The primary responsibility for monitoring emergency threats and events resides with Campus Safety. Campus Safety serves on a continuous 24/7/365 basis and is always available to receive emergency communications from a variety of officials and public sources, including:

- Local police, fire, and emergency medical services
- National Warning System
- National Weather Service
- Emergency Broadcast System (EBS)
- College communication system
- Emergency telephone calls

Other college entities, and notable facilities, will monitor developing weather systems. Such activity however, does not mitigate the responsibility of Campus Safety to serve as the central communications point for all campus threats including weather-related emergencies which may develop either slowly (severe winter storms, blizzards, etc.) or suddenly (tornadoes, severe thunderstorms, etc.)

Notification

Campus Safety has overall responsibility for alerting the appropriate parties. Accordingly, initial responders should always contact Campus Safety immediately. Initial responders may also contact other appropriate entities, such as the police or fire department depending on the situation.

In case of any type of emergency, the Campus Safety shift supervisor should follow Campus Safety standard operating procedures. If the emergency warrants, the director of campus safety should be notified immediately. If there is doubt as to whether or not that the director of campus safety has been contacted, the campus safety dispatcher should be contacted for clarification. Campus Safety will have a list of the IMT members and their contact information. If the director of campus safety is not available, Campus Safety will have the priority list of IMT and continue to make telephone calls until contact is made.

Plan Activation

Plan activation begins at the discretion of the college IC upon receiving information of an emergency event or the threat of an emergency. Based on the Campus Safety report, and information obtained from other appropriate entities, the college IC will declare the level of the emergency and activate the EMP to the extent necessary to control the situation. Upon activation, the college IC or his/her designee will contact the chair(s) of IMT. The college IC along with the IMT chair(s) will review the circumstances of the emergency and determine the appropriate response.

The decision for a partial activation of the EOC can be completed the chair(s) of IMT with a recommendation from the IC. A full activation of the EOC will be made by the president (or designee), the chair(s) of IMT, or the director of campus safety. Any of these positions may convene an ad-hoc advisory group (Pre-Activation Team) to assist in this determination.

Warning
Should it be deemed necessary to warn the college community of an impending threat or emergency situation the president, the chair(s) of IMT, or the director of campus safety is designated to direct Campus Safety to activate warning communication systems.

D. **Demobilization**
An emergency plan is not complete without specific demobilization and post-incident review procedures. As the EOC and/or incident command post objectives are achieved and tasks are completed, the resources will be demobilized.

The process for demobilizing is developed and approved by the EOC manager and/or IC. As a general rule non-college assets will be demobilized prior to college assets performing similar duties. The EOC, through IMT, will assist the incident command team with the demobilization of incident assets.

E. **Campus Recovery**
Recovery efforts should begin immediately and continue throughout the response phase of any emergency/disaster. Planning for recovery before an event will assist faculty, staff, and students in making the transition as seamless as possible. Recovery efforts must remain dynamic due to the changing nature of the event, gaps in information, and conflicting information regarding the scope of the incident, the duration of the incident, and the number of faculty, staff, and students affected.

The college's recovery could result in two phases of recovery, short-term and long-term recovery:

Short-term recovery activities may include:
- Restoring utilities (if affected)
- Providing food and/or shelter to those affected by the emergency
- Mental/emotional support for faculty, staff and students

Long-term recovery activities may include:
- Resuming class schedules
- Resuming research
- Mental/emotional support for faculty, staff and students
- Rebuilding campus facilities

Once certain conditions are met, the IC and/or EOC manager will coordinate the demobilization of emergency response activities and resources deployed for the incident. This shift in activity and focus will be communicated through the Emergency Management Organization to the campus community.

The IC and/or EOC manager is/are responsible for ensuring that all the activities from the incident or emergency are documented. The IC and/or EOC manager will identify and work with specific staff members and those functions needed for short- and long-term recovery efforts.

After an emergency/disaster during which college operations have been interrupted and/or shut down the entire campus environment may be dangerous. The first step to recovery is to secure the campus and then to secure all college facilities. Once the campus is deemed safe, essentially, recovery resources will be handled in the same manner that response resources are managed. This could be managed through the EOC manager or the on-scene IC.

Damage assessment is a critical process in any disaster. Additionally, an accurate damage assessment is critical to obtaining reimbursement during a state or federally declared disaster. Therefore, damage assessments should begin as soon as it is safe and reasonable to do so.

This plan recognizes that preparation for, response to, and recovery from a disaster requires the cooperative efforts of all departments. Each department should maintain an operation and recovery/continuity plan that lays out the resources, priorities, and functions each departments will, in accordance with the EOC, undertake to return to their pre-incident condition.

Prior to termination of the emergency and or deactivation of the EOC, it is important that the team conducts the post-incident review process. This process is undertaken to identify deficiencies in the plan and to determine necessary actions for correcting the deficiencies. The post-incident review is also intended to identify which response procedures, equipment, and techniques were effective, which were not, and the reason(s) why.

The president of the college or his/her designee, advised by the IC and/or EOC manager, will determine when to terminate the emergency, deactivate the IC and/or EOC and transition to normal campus governance and operations. The termination of an emergency event at Colorado College will be facilitated through the EOC manager, IC, and the president (or his/her designee), with technical input from the EOC/ICS Emergency Management Team.

IV. ICS

A. ICS Organization Chart

I. Definitions

Organization chart- The Incident Organization Chart (ICS 207) provides a **visual wall chart** depicting the ICS organization position assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable.
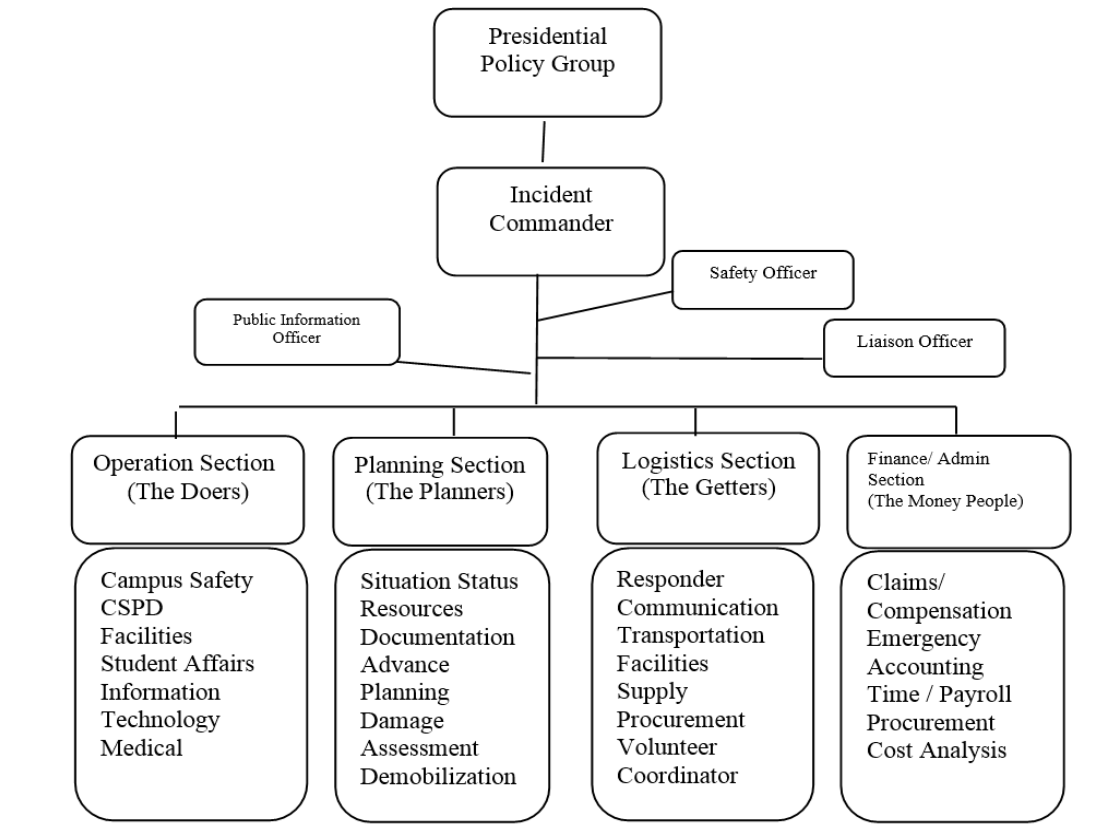
B. EM Acronyms and Abbreviations
    I.   **Definitions**
            a. **BES** Building Emergency Staff

            b. **BEP** Building Emergency Plan

            c. **CC** Colorado College

            d. **CSFD** Colorado Springs Fire Department

            e. **CSPD** Colorado Springs Police Department

            f. **EAS** Emergency Alert System

            g. **EBS** Emergency Broadcast System

            h. **EMP** Emergency Management Plan

            i. **EOC** Emergency Operations Center

            j. **EOP** Emergency Operations Plan

            k. **ERT** Emergency Response Team

            l. **FEMA** Federal Emergency Management Agency

            m. **IC** Incident Commander

            n. **ICP** Incident Command Post

            o. **ICS** Incident Command System

            p. **IMT** Incident Management Team

            q. **NIMS** National Incident Management System

            r. **LO** Liaison Officer

            s. **OD&C** Office of Design and Construction

            t. **PIO** Public Information Officer

            u. **PG** Policy Group (President's Cabinet)

            v. **RIMS** Response Information Management System

            w. **SO** Safety Officer

            x. **UC** Unified Command

C. Enhanced Threat and Risk Vulnerability and Assessment

    II. **Purpose**
         The Enhanced Threat and Risk Vulnerability Assessment examines potential natural and man-made hazards that could affect Colorado College's day-to-day operations, as well as the safety of students, staff, and faculty.

As part of Colorado College's commitment to emergency preparedness, the college will annually conduct and/or review a campus-wide Enhanced Threat and Risk Assessment. This assessment allows the college to understand our top vulnerability and design plans to help mitigate and prepare for these types of incidents. IMT has created several specific emergency procedures to help in responding to natural and man-made hazards.

III. Role and Responsibilities

The top threats to Colorado College are:

➢ Natural Disaster – Winter Storm {Risk Value =280}
➢ Natural Disaster – Severe Storm/Flooding {Risk Value =250}

Risk Level	Values	Description
Extremely High Risk (E)	R > 601	Unacceptable risk, highly likely to occur.
High Risk (H)	301 < R < 600	Serious Risk, likely to occur
Moderate Risk (M)	101 < R < 300	Some Risk, unlikely to occur.
Low Risk (L)	R < 100	Minimal risk, highly unlikely to occur.

➢ Man-Made Accidental – Major Utilities Interruption {Risk Value =210}
➢ Man-Made Accidental – Traffic Accident Involving Chemicals {Risk Value =200}
➢ Man-Made Accidental – Train Derailment {Risk Value =160}
➢ Man-Made Accidental – Residential Fire {Risk Value =160}
➢ Natural Disaster – Earthquake {Risk Value =150}
➢ Natural Disaster – Pandemic Influenza {Risk Value =120}
➢ Natural Disaster – Tornado {Risk Value =90}
➢ Natural Disaster – Wildlife on Campus {Risk Value =81}
➢ Man-Made Accidental – Chemical Spill {Risk Value =75}
➢ Natural Disaster – Lighting Strike {Risk Value =72}
➢ Man-Made Intentional – Act of Terrorism/Sabotage to Central Plant {Risk Value =36}
➢ Man-Made Intentional – Information System Breach {Risk Value =32}
➢ Man-Made Intentional – Bomb Threat on Campus {Risk Value =25}
➢ Man-Made Intentional – Active Shooter {Risk Value =24}
➢ Man-Made Intentional – Military Strike near Campus {Risk Value =20}
➢ Man-Made Intentional – Dangerous Person on or near Campus {Risk Value =15}