Colorado College

Emergency Management Plan
An Emergency Preparedness Message from the President of Colorado College

Dear Colorado College Community:

As we learned this past summer in the cases of the Waldo Canyon Fire and Aurora shootings, disaster can strike close to home. While we cannot completely insulate Colorado College from such unexpected events, we can be prepared. Preparedness is a daily activity and a mindset that, when practiced, will help our community respond nimbly when faced with the unexpected. As a result, we have spent significant time over the past months reviewing, updating, and building upon our Emergency Management Plan (EMP). By training our community on the EMP and instilling the value of personal preparedness among our students, faculty, staff, and administration, we can mitigate the negative impacts of the unexpected.

While no plan can prevent damage and destruction during an emergency, our EMP incorporates best practices from federal and state agencies and integrates it with the resources, facilities, and personnel of Colorado College to create an effective and efficient organization capable of responding to any emergency. The plan is designed with an all-hazards approach and contains principles and practices that can assist in both responding to emergencies and in taking appropriate steps to become as prepared as possible. This is particularly true for public event management at the college, and therefore we will make it common practice to mobilize elements of this plan as part of large events.

You can read the new EMP on the college’s emergency preparedness website at http://www.coloradocollege.edu/preparedness/. The Emergency Preparedness Guide found on the website provides more direction for specific emergencies that the college may face. All members of the campus community should review and become familiar with this guide. In addition, you will find a new laminated emergency response card in each classroom, office, and student residence. This card outlines the appropriate response for each type of emergency. Please review the card and leave it in a visible and accessible place.

Thank you for your engagement in this important process.

Jill Tiefenthaler
President
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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. Limitations
It is the policy of Colorado College PreEMPT 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.

F. Emergency Classifications
The college classifies emergencies using a three-level system, according to increasing severity. The severity of an incident will be identified by the incident commander (IC) or the first qualified individual to arrive at the scene of the incident. The severity level of the incident may increase or
decrease during response activities, requiring the level of response to be adjusted. The severity of an incident is determined by its threat to the safety of the campus community and college property, as well as the ability of the college and/or local first responders to handle the incident.

The levels of emergencies below are general, and cannot cover every situation. Their activation will vary according to the specifics of the incident.

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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 EMT 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
  - Readiness actions may include: review of security, traffic control, fire protection, and first aid planning with organizers, and determination of additional requirements.
- Wildfire:
  - Readiness actions may include: notification to EMT 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 Emergency Management Team (EMT), the Presidential Executive Policy Group (PEPG), 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 EMT 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.

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

II. Emergency Organizational Structure
A. Essential/Designated Employees
Those employees who are designated as “essential” by their supervisor are expected to work before, during, and/or after an emergency or natural disaster. They are required to perform duties assigned by their supervisor that may not be consistent with normal responsibilities or work schedules during the declared emergency. Essential/designated employees may be listed in a department’s Business Continuity Plan and/or designated by their supervisor at the time of, or in preparation for, the emergency.

Employees who are designated as “essential” should notify the Colorado College Gold Card Office so that “essential personnel” may be placed on the employee’s Gold Card. The PreEMPT chair(s) or their designee will ensure that all employees designated as essential personnel annually review the Emergency Management Plan and their possible involvement during an emergency or disaster.

For anticipated and long-term emergencies, essential/designated employees may be broken into two groups; Group A and Group B. Group A consists of personnel who report for duty prior to the impact of the anticipated emergency, and remain in safe quarters designated and approved by the college until it is declared safe to move about the campus by Campus Safety or first responders. Group B consists of personnel who will relieve Group A after the emergency incident has passed or a significant amount of time has passed and the incident is still occurring.

All college personnel may be requested to work during an emergency or disaster; however, essential personnel are those who are more likely to be requested for assistance. Essential personnel may be called back through department request, or by an official College Emergency Declaration. Hourly-paid personnel are subject to the college’s overtime policy.
B. Management Team (PreEMPT)

The president will appoint a Prevention/Response Emergency Management Planning Team (PreEMPT) 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). PreEMPT will assist in integrating the plan into the normal operations of the college.

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C. 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. See below for more details on the role of the IC and other roles in ICS.

**Incident Commander (IC) --** The IC has overall responsibility for managing the incident by establishing objectives, planning strategies, and implanting tactics. The IC is the only position that is always staffed in ICS applications. For small incidents and events, one person, the IC, may accomplish all management functions. The IC is responsible for all ICS management functions until he or she delegates the function.

- **Command Staff** – Depending on the incident, it may be necessary for the incident commander to designate a command staff to assist in the operation. This staff will provide information, liaison services, and safety services for the entire organization. The command staff will report directly to the IC.
- **Public Information Officer (PIO)** – The PIO is responsible for advising the IC on information dissemination and media relations. The PIO will also interface with the public, media, and/or other agencies with incident-related information requirements.
- **Safety Officer (SO)** – The SO is responsible for monitoring incident operations and advising the incident commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.
- **Liaison Officer (LO)** – The LO is the point of contact with representatives of other private entities, nongovernmental organizations and/or governmental agencies. The LO also provides briefings to answer questions from supporting agencies and ensure that the needs of assisting agencies are met.

**General Staff** - A group of incident management personnel organized according to function and reporting to the incident commander. The general staff normally consists of the operations section
chief, planning section chief, logistics section chief, and finance/administration section chief. An intelligence/investigations chief may be established, if required, to meet incident management needs.

- **Operations Section** – The operations section is responsible for managing operations directed towards reducing immediate hazard(s) at the incident site, saving life and property, establishing situation control, and restoring normal conditions. It also organizes, assigns, and supervises the tactical field resources.

- **Planning Section** – The planning section is responsible for collecting, evaluating, and disseminating operational information pertaining to the incident. This section maintains information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. The planning section prepares and documents incident action plans and oversees preparation of the demobilization plan.

- **Logistics Section** - The logistics section provides all the support needs for the incident, such as ordering resources and providing facilities, transportation, supplies, equipment maintenance and fuel, food service, communications, and medical services for incident personnel. This section provides overall management of resource and logistical support for operations and planning functions. It acquires resources to support emergency response and operations that require support beyond normal department assets.

- **Finance/Administration Section** - A finance/administration section is established when there is a specific need for financial and/or administrative services to support incident management activities. Large or evolving scenarios involve significant funding originating from multiple sources. In addition to monitoring multiple sources of funds, the section chief must track and report to the IC the accrued cost as the incident progresses. This allows the IC to forecast the need for additional funds before operations are affected negatively, and it is particularly important if significant operational resources are under contract from the private sector.

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D. **College Emergency Operations Center (EOC)**

The Emergency Operations Center (EOC) will serve as a centralized management center for emergency operations. Emergency situations vary in size and at times may require extensive coordination of resources, labor, and information sharing. Upon activation of the EMP, appropriate members of PreEMPT and other designated employees will be notified and will report to the designated EOC as soon as possible. The EOC manager will review the circumstances of the emergency with PreEMPT and designated employees and determine the appropriate response and follow-up actions.

However, the EOC does not command or control the on-scene response or tactics. Tactical decisions are made by the IC. The EOC provides strategic support including policy guidance, logistics and information. This is done through, information collection and evaluation, the setting of priorities, and resource management.

The EOC also allows for a common situational awareness picture. This helps to alleviate conflicting actions being taken in the support of on-scene response efforts. The EOC will typically be organized according to the ICS model and can expand and contract along with the incident.
The primary EOC location will be continually maintained in a state of readiness for use at any time. The EOC manager is responsible for setting-up the EOC, including but not limited to computers, telephones, expendables, forms, etc. The EOC manager or his/her designee is responsible for the direction and control of the EOC.

The primary EOC is located at:
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All personnel reporting to the EOC will be expected to sign-in and out to document their position during the incident. All personnel operating in the EOC will maintain documented actions using appropriate Incident Command System forms or designated college forms. For extended incidents or planned events, the EOC will publish and disseminate a written Incident Action Plan and Situation Report at least once every operational period.

As the incident lessens in scope, the EOC Manager may reduce staffing in the EOC based on situational need. The EOC shall remain in operation until the college is placed in normal condition.

E. PRESIDENTIAL EXECUTIVE POLICY GROUP (PEPG)

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 PEPG is to delegate authority for on-scene incident operations to the IC and/or EOC manager. The PEPG will not assume command role over the on-scene incident operation. The role of the PEPG 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 PEPG Composition/Chain of Command:
The PEPG is activated and chaired by the president at his/her calling or upon advice of the chair(s) of PreEMPT or the IC. In the absence or unavailability of the president, the chain of command for the EMP is as follows:

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If the PEPG is convened, members should report to the [Removed from public view]. If the EMT is utilizing that room as the EOC, the PEPG will convene in [Removed from public view].

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F. Unified Command (UC):
Under the Incident Command System, a unified command (UC) is a structure that brings together the "incident commanders" of all major organizations (public or private) involved in the incident in order to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities. The UC links the organizations responding to the incident and provides a forum for these entities to make consensus decisions. Under the UC, the various jurisdictions and/or agencies and non-government responders may blend together throughout the operation to create an integrated response team.

As a team effort, the UC is responsible for overall management of the incident. The UC directs incident activities, including the development and implementation of overall objectives and strategies, and approves the ordering and releasing of resources. Members of the UC work together to develop a common set of incident objectives and strategies, share information, maximize the use of available resources, and enhance the efficiency of individual response organizations.

III. Plan Activation
A. Emergency Authority
As stated in Section 1, this plan is authorized by the president and administered by the chair(s) of PreEMPT. The “emergency authority” is the authority to activate this plan. The Emergency Authority is in the hands of the on-scene IC. The IC will have the authority to implement portions of this plan and make proper notifications to PreEMPT 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. See Appendix [Removed from public view] for a sample “State of Emergency Memo.” 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:

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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 PreEMPT and Campus Safety by [Removed from public view].

B. Levels of 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.

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C. Plan Notification and Activation

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

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**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 PreEMPT, 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 of 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 department 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.