



# COLORADO STATE UNIVERSITY

## EMERGENCY RESPONSE PLAN

Please contact the Emergency Management Coordinator ([Ken.Quintana@ColoState.Edu](mailto:Ken.Quintana@ColoState.Edu)) regarding the use or reproduction of this document



Office of the President  
102 Administration Building  
Fort Collins, Colorado 80523-0100  
(970) 491-6211  
FAX: (970) 491-0501  
[www.colostate.edu](http://www.colostate.edu)

## **Intro letter for Colorado State University Emergency Response Plan**

December 8, 2011

Colorado State University has now completed its annual review and update of the University's Emergency Response Plan. While focused primarily on responding to emergencies, this plan also is a guide for managing and coordinating all phases of health and safety threats to the university community.

This Emergency Response Plan is the university's official manual for response to emergency safety and health risks.

Best practices suggest that the University should cooperate with local, state and federal emergency response agencies during a crisis. This comprehensive plan will guide the University in accomplishing day-to-day activities immediately before, during and following an emergency or disaster. In line with those best practices, and along with training, collaboration, and risk and hazard mitigation, this plan also provides for ongoing collaboration with local, state and federal emergency management agencies. In addition, this plan complies with National Incident Management System concepts, requirements and policies, which greatly enhances the disaster response and recovery capabilities of the University.

The Public Safety Team coordinates implementation of emergency preparedness for the University. The Public Safety Team can be reached at 970-491-6211.

Questions or suggestions for revision to this plan should be directed to Ken Quintana, University Coordinator of Emergency Planning and Response, at 970-491-4749.

Sincerely,

A handwritten signature in black ink, appearing to read "Tony Frank", written over a horizontal line.

Tony Frank, President

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## INTRODUCTION

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Colorado State University organizes, coordinates, and directs resources to effectively respond to, and recover from, disasters and emergencies. The effectiveness of this effort is dependent upon this comprehensive central plan and individual unit plans. Colleges, divisions and individual departments collaborate, through the Building Proctor system, to develop detailed Building Safety Plans consistent with this institutional emergency response plan.

This plan establishes a chain of command outlining authority and responsibilities of campus officials and staff following the National Incident Management System (NIMS) and Incident Command System (ICS) models and using an all-hazards approach. As developed by the Federal Emergency Management Agency (FEMA), the concept of an all-hazards plan assumes that:

Planning considers all hazards and threats. While the causes of emergencies can vary greatly, many of the effects do not. Planners can address common operational functions in their basic plans instead of having unique plans for every type of hazard or threat. For example, floods, wildfires, hazardous materials (HAZMAT) releases, and radiological dispersal devices may lead a jurisdiction to issue an evacuation order and open shelters. Even though each hazard's characteristics (e.g., speed of onset, size of the affected area) are different, the general tasks for conducting an evacuation and shelter operations are the same. Planning for all threats and hazards ensures that, when addressing emergency functions, planners identify common tasks and those responsible for accomplishing the tasks.

U.S. Dept. of Homeland Security, FEMA, Comprehensive Preparedness Guide (ver. 2.0, November, 2010 at p.14).

Examples of the types of incidents that might be managed under this plan include: fires; HAZMAT; mass-casualties; multi-jurisdiction and multi-agency disaster responses (natural disaster, terrorism, civil unrest); search and rescue missions; significant transportation accidents; pandemic illnesses or significant outbreaks of infectious diseases; and major planned events where emergency services may be required.

This plan provides the management structure, key responsibilities, emergency assignments, and general procedures to follow during and immediately after an emergency. The university has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:

- Protect and preserve human life, health and well-being;
- Minimize damage to the natural environment;
- Minimize loss, damage or disruption to the university's facilities, resources and operations;
- Manage immediate communications and information regarding emergency response operations and campus safety;
- Provide essential services and operations;

- Provide and analyze information to support decision making and action plans;
- Minimize exposure to infectious disease in event of a public health crisis;
- Temporarily assign university staff to perform emergency work;
- Invoke emergency authorization to procure and allocate resources; and
- Prepare for disaster mitigation and recovery.

This Emergency Response Plan (ERP) is a university-wide resource that encompasses all facilities and personnel of Colorado State University, wherever they are located. However, many of the operational details of this plan, including the specific incident response protocols and procedures, will be applicable only to those campuses and facilities within the Fort Collins, Colorado, area (including the Main Campus, South Campus, and Foothills Research Campus, Pingree Park and Agriculture Research Development and Education Center [ARDEC] areas). Therefore, this plan does not specifically address emergency response procedures at other Colorado State University locations, such as the Denver Campus, Agricultural Experiment Stations and Cooperative Extension offices. These outlying facilities are each required to develop and implement a separate plan outlining incident planning protocols, command structure, inter-agency cooperation, and other operational details for their particular locations. These plans must address the specific risks pertinent to the location and the relationships to other jurisdictions in the area. Campuses outside Larimer County should follow local response procedures and coordinate efforts with the university system by contacting the associated agency executive director or vice president.

This plan does not supersede or replace procedures for safety, hazardous materials response or other procedures that are already in place at the university. It supplements those procedures with an emergency management structure that immediately manages response operations and early transition to recovery operations.

Colorado State University's plan follows the model of Mitigation and Prevention, Preparedness, Response, and Recovery/Continuity. Communication is critical from the time that warnings are issued before an emergency, until full operational capability is restored. Detailed procedures and checklists, which guide the Emergency Operations Center (EOC) and the Public Safety Team Executive Committee (PSTEC) in handling the various hazards the university may face, are found in the annexes and appendices of this plan.

Because of sensitivity of some information in the annexes and appendices, public access is restricted to those annexes and appendices that may be disseminated without compromising university safety.



# CHAPTER 1

## PLAN OVERVIEW

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### SECTION 1.1

#### PLAN OBJECTIVES

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The primary goals of the CSU Emergency Response Plan are:

- To protect lives, intellectual property and facilities;
- To prevent or minimize the impact of emergencies and to maximize the effectiveness of the campus community in responding to unforeseen occurrences; and
- To provide for the continuity of campus operations in pursuit of the university's mission of teaching, research, service and extension.

The needs of the entire campus community are the primary concern during a response. Each individual tasked with duties to respond is ultimately responsible for his or her own safety, and must decide if the conditions are safe for involvement in the response.

Emergency planning enables emergency responders to link and coordinate processes and actions and to exchange critical information for an efficient response. This plan provides all entities with access to the university's basic emergency response process and provides further detailed information to certain university personnel including:

- Directing personnel's use of CSU resources to implement a comprehensive and efficient emergency management response team that actively responds as events occur;
- Guiding officials in determining the level of response and extent of emergency control and coordination when incidents occur;
- Providing a framework for internal and external communications;
- Providing for 24-hour communication services for voice, data and operational systems;
- Requiring university officials to collect and collate all relevant information for notification, public information, documentation and post-incident analysis;
- Providing a basis for training university personnel in emergency response management;
- Helping the university transition response operations to normal management processes as soon as capable;
- Requiring personnel to provide documentation and information for disaster assistance program applications.

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## SECTION 1.2

### PLANNING ASSUMPTIONS

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Emergency planning requires a commonly accepted set of assumed operational conditions that are a foundation for protocols and procedures. The standard practice is to plan for worst-case conditions. Using the FEMA all-hazards model, planning assumptions in this plan include:

1. Critical lifeline utilities may be interrupted including water, electrical power, natural gas, landline and cellular telephone services, microwave and repeater based radio systems and other information systems;
2. The ability of campus authorities to “lock down” an entire campus and restrict the free movement of people is difficult, if not impossible;
3. Regional and local services may not be available;
4. Major roads, overpasses, bridges and local streets may be damaged;
5. Buildings and structures, including homes, may be damaged;
6. Damage may injure and displace people;
7. Normal suppliers may not be able to deliver materials;
8. Contact with family and homes may be interrupted;
9. Unsafe travel conditions may strand people at the university;
10. The university will rapidly assess damages and deploy on-site resources to manage the emergency operations;
11. Communication and information exchange will be one of the highest priority operations at the campus EOC. The inter/intranets, radio, cell-based communications and phone systems may be completely or partially inoperative; and
12. Transportation may be limited and staff will likely not be available in event of infectious disease outbreaks such as a pandemic flu.

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## SECTION 1.3

### PUBLIC SAFETY TEAM

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The CSU Public Safety Team (PST) reports to the President’s Chief of Staff and coordinates mitigation and prevention strategies, policies, education and training for crisis prevention, threat-assessments, disaster preparedness, response, and recovery. The PST structure includes subcommittees that address these coordinated efforts.

Members of the Public Safety Team include:

<u>PST Executive Committee (PSTEC)</u> President's Chief of Staff Provost and Executive Vice President Vice President for External Relations Vice President for Student Affairs Vice President for University Operations – Committee Chair Deputy General Counsel Chief of Police	<u>PST Members</u> Chief of Police - Chair Director of Academic Computing and Networking Services Director of Policy and Compliance Office Executive Director of Housing and Dining Services Dean of Students Director of Facilities Management Emergency Management Coordinator Director of Environmental Health Services Executive Director of Public Affairs and Communications Director of Administrative Communications Deputy General Counsel Special Advisor for Support and Safety Assessment Administrative Communications Director
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PST Subcommittees include:

- International Incidents – Mitigation and prevention, policies, threat assessments, response, recovery
- Security Technology – Mitigation and prevention, policies, threat assessments, response, recovery
- Clery Act Audit and Compliance – Mitigation and prevention, policies, threat assessments, response, recovery
- Emergency Response Plan – Mitigation and prevention, policies, threat assessments, response, recovery
- Student and Employee Consult - Mitigation and prevention, policies, threat assessments, response, recovery
- Communications – Policies, response, recovery
- Incidents of Bias - Mitigation and prevention, policies, threat assessments, response, recovery



The PST plays a critical role in mitigation, prevention and preparedness and the Executive Committee (PSTEC) has a critical emergency response role. Responsibilities of the PSTEC and the PST include:

<b>Public Safety Team Executive Committee:</b> <ul style="list-style-type: none"><li>• Communicates with the university President</li><li>• Declares Campus State of Emergency</li><li>• Reviews crime statistics reports and programs for Clery Act compliance</li><li>• Issues timely warnings and emergency notifications in accordance with the Clery Act</li><li>• Determines program closures and resumptions</li><li>• Coordinates with government agencies</li><li>• Appoints an EOC manager</li><li>• Plans and prioritizes long-term recovery</li></ul>	<b>Public Safety Team:</b> <ul style="list-style-type: none"><li>• Maintains the university's Emergency Response Plan</li><li>• Oversees strategic emergency incident policy</li><li>• Charges public safety committees and groups</li><li>• Coordinates institutional training support for public safety</li><li>• Coordinates public communications, legal and IT support for public safety</li></ul>
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## **CHAPTER 2**

### **PLAN MAINTENANCE & DISSEMINATION**

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The ERP shall be reviewed annually and modified as necessary. Incident and exercise reviews that result in any changes to the ERP shall be reported to the PST for approval and dissemination. The Emergency Management Coordinator oversees the maintenance and development of the plan, but this must be a shared responsibility of all individuals across campus.

Each unit or department with a role in this ERP is responsible for communicating the content of the ERP to its staff. In preparation to mitigate or respond to potential emergency situations any member of the PST may request hazard-specific plans.

Annual exercises shall be held to train personnel and evaluate the adequacy of the ERP. The Emergency Management Coordinator shall be responsible for developing these exercises, in consultation with the PST. Reports of exercises shall be prepared and submitted to the PST by the Emergency Management Coordinator.

This plan should be updated after each incident or exercise if necessary. A debriefing session should be conducted to identify lessons learned and areas of improvement to the university's emergency plans and processes. Procedural checklists and forms are to be reviewed and revised as necessary.

## CHAPTER 3

### MITIGATION AND PREVENTION

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The university is committed to mitigating and preventing potential incidents. The PST plays a critical role in identifying hazards and determining if mitigation strategies can be implemented to reduce or eliminate the hazard.

PST subcommittees meet routinely and help the PST identify hazards, the potential impacts, mitigation strategies and the likely associated costs. Individuals who have concerns about potential hazards can convey this information to the PST or one of the subcommittees for review and possible funding.



Annex I (Risk Assessments) summarizes the hazards, impacts, mitigation strategies, likely associated costs and status of mitigation for university critical operations.

Departments also need to identify hazards that may impact their operations and consider what cost-effective mitigation efforts can be undertaken to prevent or reduce the impact from these hazards.

Examples include:

- Backup power for critical operations
- Document storage in areas prone to water infiltration (basements)
- Document storage offsite backup
- Addressing building health and safety inspection items

Identifying and mitigating the hazard is one of the first steps of developing an ERP. Preparing for, responding to and recovering from hazards that cannot be mitigated completely can then be addressed.

## CHAPTER 4

### PREPAREDNESS

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#### SECTION 4.1

##### PREPAREDNESS

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Under this plan, the university and all departments will *prepare* by assessing hazards that are likely to impact their buildings, staff, and operations. Using this assessment, deans, directors and department heads will ensure that every building maintains a current building safety plan outlining emergency procedures and communications to address these situations if they arise. A preparedness team, including the building proctor, should be identified and include key personnel such as directors and staff with experience in IT, communications, building management, human resource issues, risk management, etc. Preparedness also requires that individual departments, as well as the university, conduct drills and exercises at least annually to ensure that all staff members know their roles and responsibilities as indicated by their building safety plan. The building safety plan should be regularly reviewed by the preparedness team, such as after every drill, exercise, or emergency event and updated, as necessary, to better prepare for and react to future incidents. Further information pertaining to how to arrange and conduct evacuation drills will be detailed in Annex E.



Departments are encouraged to format their plans in concise, clear checklists to help staff handle disasters and emergencies under stresses created by such events. Annex E (Deans, Directors, Department Heads) provides detailed procedure and process information and has a basic template for creating building safety plans (<http://publicsafety.colostate.edu/emergency-response-plan.aspx>). Following building safety plans developed by departments for responding to emergencies helps ensure that staff and others stay safe, critical operations are maintained to the extent possible, and that necessary communications and evacuations are performed. It is important to note that employees may be directed to support emergency responders when it is safe for them to do so.

Each building should have only one building safety plan. Departments or units located in the same building should jointly develop and maintain the plan. The plan should follow the building safety plan template, which addresses all basic planning requirements. The plan should be maintained and certified annually. Supervisors are responsible for promoting awareness and training staff on the building safety plan.

In the event of an emergency, all impacted individuals should be briefed accurately, regularly, and as quickly as possible by the department head or their designee. Pre-plan contingencies are needed for communication in case phones, computers, etc., are disabled during the emergency. Consider

pre-determined locations and times for briefings/meetings, recordings on departmental phones, text messages, and even face-to-face communications if required by the incident.

A building's plan needs to consider a variety of factors, including:

- The number and physical location of employees, students, and visitors involved;
- The nature of the department's teaching, research, and extension activities;
- Staff required to keep critical functions operational even when CSU is closed;
- Available routes for evacuation, sheltering areas, and safe sites; and
- Site-specific circumstances.

Activities to be accomplished **before an emergency** include:

- Appoint building proctors as the emergency contact to communicate with responders and staff;
- Create a building safety plan;
- Create a communication plan including contingencies and an emergency hotline;
- Develop evacuation plans (including ADA compliance issues), gathering areas to account for all persons involved, and safe shutdown/restart protocols for lab, research, and teaching functions.

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## SECTION 4.2

### BUILDING PROCTORS

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Building proctors are required to attend training to understand their roles. Specifics for a building safety plan are covered in building proctor training and also can be found in Annex E of this plan.

The basic responsibilities include:

- Read and understand the Building Proctor Manual;
- Know your authority;
- Be the point of contact for Environmental Health Services, Facilities Management and other departmental units for purposes of planning, preparedness and exercises;
- Be the point of contact for emergency responders and building occupants during emergencies; and
- Assist departments or units in developing the Building Safety and Communications Plan.

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## SECTION 4.3

### AGREEMENTS AND MEMORANDUMS OF UNDERSTANDING WITH OUTSIDE AGENCIES

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CSU maintains agreements and memorandums of understanding (MOUs) for emergency services with local and regional agencies. These documents are reviewed and renewed as necessary to maintain cross-operational services that benefit the university and other agencies. Agreements between agencies, organizations and jurisdictions provide mechanisms to quickly share or obtain

emergency personnel, equipment, materials and other associated services and facilitate rapid, short-term deployment of emergency support prior to, during and after an incident.

An incident affecting the community may require local authorities to request CSU personnel or facilities to assist. It is logical to assume such assistance would most likely involve a request to provide temporary shelter for victims of a disaster and perhaps medical care for those people. Colorado State University will cooperate to the extent feasible in any emergency assistance directed by outside agencies. Assistance of this nature may require entering into MOUs, mutual aid agreements or other forms of assistance arrangements. A list of existing MOUs and agreements can be found in Annex V.

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#### SECTION 4.4

##### ESSENTIAL FUNCTIONS AND FACILITIES

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University functions and facilities that are essential to health and safety must remain operational even under extreme conditions or other campus emergencies. These functions and facilities are identified by the PST and incorporated in this plan as Annex H. Building proctors will be informed that their functions and/or facilities have been identified as essential and the building safety plan will be required to reflect this and identify affected employees of their responsibilities in these facilities. Special transportation arrangements may have to be provided for employees to access those areas.

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#### SECTION 4.5

##### INCIDENT COMMAND POST (ICP)

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The Emergency Management Coordinator is responsible for identifying ICP locations for the Emergency Operations Center and ensuring these facilities are properly maintained. The PST is responsible for appropriately equipping the ICP locations.

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#### SECTION 4.6

##### RECORDS AND TRAINING

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The Emergency Management Coordinator is responsible for maintaining appropriate records of incidents and exercises, developing training and exercises, providing training and exercises, working with building occupants on their building safety plans and working with local emergency responders to familiarize them with the university infrastructure and key assets.

## CHAPTER 5

### EMERGENCY ACTIVATION AND RESPONSE

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#### SECTION 5.1

##### EMERGENCY OPERATIONS ACTIVATION AND RESPONSE

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The university uses the National Incident Management System (NIMS) and Incident Command System (ICS) to manage incidents. In 2004, the Department of Homeland Security established NIMS, which identifies a systematic, proactive approach to guide all levels of government, non-governmental organizations (NGOs), and the private sector to prevent, protect against, respond to, and recover from emergencies, regardless of cause, size, location or complexity. NIMS was subsequently adopted as the State of Colorado standard for incident management through the Governor's [Executive Order D011-04](#) (Gov. Bill Owens, December 6, 2004).



The NIMS system is a comprehensive, nationwide approach to manage incidents through a set of preparedness concepts and principles for all hazards. It sets essential principles for a common operating picture and interoperability of communications and information management, and standardizes resource management procedures for coordination among different jurisdictions or organizations. It also allows for scalability as an incident escalates or declines. There are four major components of NIMS: command and management, preparedness, resource management, and communications and information management.

The ICS system is designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. A basic premise of ICS is that it is widely applicable. It is used to organize near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and man-made. ICS is used by all levels of government (federal, state, local, and tribal) as well as by many private-sector organizations and NGOs. ICS also is applicable across emergency response agencies. It is structured to facilitate five major functional areas: command, operations, planning, logistics, finance and administration.

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#### SECTION 5.2

##### EMERGENCY SUPPORT FUNCTIONS (ESF)

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Emergency Support Functions listed in section 5.10 are part of the NIMS structure for coordinating interagency support during an incident. They are mechanisms for grouping functions most frequently used to provide federal support to states and federal agencies for declared disasters and

emergencies as defined under the Stafford Act<sup>1</sup>. The university follows these functions to coordinate with local, state and federal agencies.

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### SECTION 5.3

#### LEADERSHIP FRAMEWORK FOR INCIDENT MANAGEMENT

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The ICS defines operating characteristics, interactive management components, and incident management and emergency response structure throughout the duration of an incident. Direct tactical and operational responsibility for conducting incident management activities at the scene of the incident rests with the Incident Commander (IC). The incident command structure develops in a top-down, modular fashion that is based on the size and complexity of the incident as well as the hazards created.

Whoever is the first to arrive on scene becomes the Incident Commander until relieved. The IC can be any individual regardless of position who has assumed command. Once a person has assumed command of an incident, that person will remain the IC until relieved by choice or by a more appropriate IC.

Once an incident expands to include the PSTEC, the command structure also expands to an Emergency Operations Center (EOC) with an EOC Manager. In an EOC, the Incident Commanders at the scene(s) of the incident(s) report to the EOC through the Operations Chief. This structure does not change on-scene tactical decision-making reserved exclusively to the IC during all phases of an incident.

The responsibilities of the Incident Commander at the scene are as follows:

- Assume command;
- Classify the threat severity level by matching situation facts to threat criteria;
- Take protective action to stabilize the scene;
- Select and establish an appropriate command post;
- Activate appropriate ICS functions;
- Establish a unified command structure with responding agencies, if necessary;
- Conduct initial briefing of the individuals responding to the scene;
- Brief PIO on incident information that may be released to the media;
- Set objectives and approve plans for returning to normal operations.

When more than one agency is involved, a Unified Command (UC) structure will be established at a designated Incident Command Post (ICP) that may or may not be on university property. A Unified Command structure means that all agencies and organizations that have jurisdiction and major

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<sup>1</sup> The Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L. 93- 288, as amended, 42 U.S.C. §§ 5121-5206, and implementing regulations in 44 C.F.R. §§ 206.31-206.48, provide the statutory framework for a Presidential declaration of an emergency or a declaration of a major disaster.



resources committed at an incident will contribute to its resolution by designating a representative to the Unified Command. The process for a Unified Command structure is as follows:

- All authorized response agencies and organizations will contribute to:
  - Determining overall response objectives;
  - Developing a single Incident Action Plan;
  - Selecting response strategies;
  - Ensuring joint planning and application of tactical activities;
  - Maximizing use of available resources;
  - Ensuring that each agencies needs and goals are met;
  - Institutional personnel will be a valuable resource and be integrated into Unified Command wherever possible.

The leadership framework for incident management as defined in this plan does not necessarily coincide with the usual organizational structure of the university. Employees may report to other employees to whom they do not usually have a reporting relationship. Assignments and reporting relationships may change as emergency conditions change.

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## SECTION 5.4

### TYPES OF INCIDENTS

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A “major disaster” is defined by Title 42 U.S. Code Section 5122(2) as: “Any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

“Emergency” is defined as: “Any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.”

“Incident” is defined by the Joint Chiefs of Staff, United States Armed Forces, Joint Publication 3-28, *Civil Support* ([CJCS Directives Electronic Library, March 17, 2009](#)) as: “An occurrence, caused by either human action or natural phenomena that requires action to prevent or minimize loss of life or damage to property and/or natural resources.”

A “disaster” is an incident that has already occurred and caused significant damage, while a “hazard”, as defined by the National Response Framework (NRF), is simply “something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.” All disasters and hazards fall into two general categories (natural or man-made) and most fall into one of a number of subcategories.

Some examples include:

Natural Disasters or Hazards	Man-Made Disasters or Hazards
<ul style="list-style-type: none"><li>• Avalanche</li><li>• Earthquake</li><li>• Landslide, rock slide or mudslide</li><li>• Volcanic eruption</li><li>• Drought</li><li>• Tornado</li><li>• Severe storm</li><li>• Flood</li><li>• Wildfire (lightning-caused)</li><li>• Infectious disease outbreak</li></ul>	<ul style="list-style-type: none"><li>• Aircraft crash</li><li>• Nuclear accident</li><li>• Train derailment</li><li>• Hazardous materials spill</li><li>• Wildfire (accidental or intentional)</li><li>• Arson</li><li>• Biological, explosives, nuclear, chemical, radiological attack</li><li>• Active shooter</li></ul>

FEMA classifies incidents from a Type 1 through a Type 5. FEMA's Type 1 and Type 2 incidents involve multiple agencies outside of the university community and are not applicable to this plan. In this plan, emergency incidents are instead categorized into three levels, in accordance with the City of Fort Collins, Larimer County and the State of Colorado plans and are relative to Type 3 through Type 5 incidents identified by FEMA.

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## SECTION 5.5

### INCIDENT CLASSIFICATION

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The PSTEC in consultation with the Incident Commander determines whether a Level 1 or Level 2 Incident needs to be declared and the EOC activated. The PSTEC oversees the campus response to, and recovery from, Level 1 and 2 Incidents.

**Level 1 Incident (High)** — A Level 1 incident is an incident that cannot be managed using normal university resources; capabilities of the university to respond are exceeded by the initial impacts of the event. This type of incident would necessitate Emergency Operations Center activation, convening the PSTEC, and may require issuing emergency alerts (emergency notification messages under the CSU Timely Warning and Emergency Notification Policy) or other timely information to the university community about the situation. A state of campus emergency may be declared. A Level 1 incident will require significant resources and multiple operational periods until containment/control is achieved.

Examples of a Level 1 incident in the context of this plan include but are not limited to:

- active shooter;
- large scale infectious disease;
- major fire or explosion;
- severe weather conditions;
- earthquake;
- building collapse;

- flood;
- large scale chemical/radiological release involving multiple buildings or victims;
- major civil disturbance;
- substantiated bomb threat;
- barricade or hostage situation and other acts of crime or terrorism.

Response to a Level 1 Incident — A Level 1 incident declaration authorizes the activation and establishment of the EOC. Prior to assembling the EOC, the Incident Commander (IC) and on-scene responders make essential operational decisions and commit mitigation and control resources. The IC also has the authority to request emergency help from other departments or agencies until the EOC is established.

It may become necessary to restrict access to specific campus areas to only authorized personnel. Access restrictions will be communicated through appropriate channels. Failure to comply with an order to leave the area or cease activities may result in legal or disciplinary action against the offender.

Personnel assigned to the EOC are to follow the specific procedures and guidelines set forth for the EOC operations under Section 5.9-5.11 of this plan. All other personnel are to follow their building safety plans with direction from the EOC.

The PSTEC, in consultation with the EOC Manager, will determine an appropriate time to return to normal conditions.

When a Level 1 incident is declared, the EOC Manager is responsible for issuing the appropriate warnings to the campus community in accordance with the CSU Timely Warning and Emergency Notification Policy. Warnings, information and updates may be communicated using the CSU Public Safety website ([www.safety.colostate.edu](http://www.safety.colostate.edu)), the university's home page ([www.colostate.edu](http://www.colostate.edu)), Today@colostate.edu, university emails and text messages, or outside sources such as newspapers, news websites, radio and TV stations.

**Level 2 Incident (Medium)** — A Level 2 incident affects more than the immediate victims or witnesses and will take a multi-unit response. The EOC may be partially activated and staffing is at the discretion of the EOC Manager. The incident is usually limited to one operational period in the control phase. Examples of a Level 2 incident in the context of this plan may include, but are not limited to the following:

- unscheduled or planned protests, disruptions or civil disturbances;
- fire that is contained but has the potential for extensive property damage;
- chemical spills that are contained to a specific area (but may require evacuation or closing of a building and/or cancellation of some classes);
- major traffic accident with injuries;
- crimes that present a serious or continuing threat to the campus community, as determined by the EOC;
- Infectious disease outbreak such as pandemic flu.

All other personnel are to follow their building safety plans with direction from the EOC.

Response to a Level 2 Incident — Level 2 incidents can be quite complex because of the varied institutional, student, and community responses that must be coordinated. These types of incidents are reported through normal channels but may involve response from a variety of agencies. The appropriate on-scene incident commander will handle initial management of the incident. Activation of all or part of the EOC may be warranted and made in consultation with involved agency executives.

When a Level 2 incident is declared, the EOC is responsible for issuing the appropriate warnings to the campus community in accordance with the CSU Timely Warning and Emergency Notification Policy. During Level 2 incident, there is not an immediate threat, but students, employees and others in the campus community may receive timely warnings about their safety and be asked pay attention to information sources. Warnings, information and updates may be communicated using the CSU Public Safety website ([www.safety.colostate.edu](http://www.safety.colostate.edu)), the university's home page ([www.colostate.edu](http://www.colostate.edu)), Today@colostate.edu, university emails and text messages, or outside sources such as newspapers, news websites, radio and TV stations. These information sources also may be used during a public health crises to advise the public, such as asking people to receive a vaccine or to wear a mask.

**Level 3 Incident (Low)** — A Level 3 incident requires a response from emergency services personnel but does not affect or threaten a large portion of the campus or take additional resources to handle. EOC activation is not required. The incident can usually be handled with minimal resources by an Incident Commander and subordinate positions. Incidents of this nature are contained within the first operational period and often within an hour to a few hours after resources arrive on scene. Examples of a Level 3 incident in the context of this plan may include, but are not limited to the following:

- small, localized chemical spill not requiring a building evacuation;
- plumbing failure or water leak;
- minor traffic accident or isolated personal injury; and
- minor assaults and disturbances.

Warnings for Level 3 incidents are usually local to the event and usually do not require the PSTEC to issue a “timely warning” in accordance with the CSU Timely Warning and Emergency Notification Policy.

When a Level 3 incident is declared, the PSTEC is responsible for communicating to the campus community if necessary. Information and updates may be communicated using the CSU Public Safety website ([www.safety.colostate.edu](http://www.safety.colostate.edu)), [Today@colostate.edu](mailto:Today@colostate.edu) or university emails.

Response to a Level 3 Incident – When a Level 3 incident occurs, the responsible personnel in the impacted area(s) will coordinate directly with CSUPD, the Emergency Management Coordinator, Environmental Health Services, Housing and Dining Services and/or Facilities Management, as appropriate, to resolve the incident. Level 3 incidents are reported through normal channels and

are handled based upon established policies and practices. Level 3 incidents do not require EOC activation, although portions of this plan may be used.

All other personnel are to follow their building safety plans with direction from on scene incident commander.

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## SECTION 5.6

### EMERGENCY ANNOUNCEMENTS AND COMMUNICATION

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The Public Information Officer (PIO) and the Director of Public Affairs and Communications collaborates with Administrative Communications, CSUPD, Legal Counsel, Student Affairs and others as deemed appropriate given a particular situation. The PIO communicates important health and safety information to the CSU community, the media, key constituent groups and the public.

Information can be obtained from the following locations:

- 1) Emergency text and e-mails;
- 2) CSU Public Safety and CSU homepage website;
- 3) Today@Colostate announcements;
- 4) Social media (Facebook, Twitter);
- 5) (970) 491-7669;
- 6) Local and regional television stations including KCNC channel 4, KMGH channel 7, KUSA channel 9, KWGN channel 5, KWGN channel 2, FOXTV channel 31, CTV channel 11;
- 7) Radio stations including KCSU, KOA, KHOW, KSIR, KFKA, KBCO, KUNC, 900 KCOL;
- 8) Notification to departmental personnel is outlined in each department's Emergency Plan.

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## SECTION 5.7

### FIRST RESPONSE

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All CSU students and employees who have reasonable grounds to believe a crime has been committed have a duty to report the suspected crime to law enforcement authorities. All criminal incidents and emergencies at the university shall be immediately reported to the CSUPD by dialing 911 or (970) 491-6425.

The CSUPD Chief (or, in the Chief's absence, the senior on-duty police supervisor) is delegated the authority to take all necessary and appropriate actions on behalf of the President and PSTEC under the following conditions:

- When an actual threat is in progress and immediate action is necessary to protect people or property from injury or damage; and
- Neither the President nor any PSTEC members can be contacted within a reasonable time, given the immediacy of the threat.

The university's first response units and the appropriate personnel to assume the IC position depending on the emergency are:

Colorado State University Police Department 1. Responding Officer 2. Senior On-duty Supervisor 3. CSUPD Chief of Police	Response to 911 or public safety incidents
Environmental Health Services 1. Responding Emergency Coordinator 2. EHS Applicable Section Manager 3. Associate Director, EHS 4. Director, EHS	Response to environmental health or HAZMAT incidents
Facilities Management 1. Responding Facilities Management Personnel 2. Facilities Management Applicable Section Manager 3. Associate Director, Facilities Management 4. Director, Facilities Management	Response to infrastructure or utilities related incidents
Housing and Dining Services 1. Responding Housing and Dining Services Personnel 2. Housing and Dining Services Applicable Section Manager 3. Associate Director, Housing and Dining Services 4. Director, Housing and Dining Services	Response to housing related incidents
Telecommunications 1. Responding ACNS Personnel 2. ACNS Section Manager 3. Associate Director, ACNS 4. Director, ACNS	Response to communications incidents

As the first responsible university official on the scene, the CSU incident commander or designee is empowered to take all reasonable measures deemed necessary to preserve health and safety including, but not limited to:

- Deploy appropriate resources to the scene;
- Call in other agencies as needed;
- Stabilize the incident as possible;
- Communicate with stakeholders on the scene or potentially at risk;
- Evacuate or shelter-in-place as necessary;
- Notify the PIO or other communications personnel;
- Notify key campus officials including senior executives as appropriate.

CSUPD will follow a defined sequence as the emergency situation develops, as follows:

- (1). Dispatch police officers and make appropriate emergency notifications;
- (2). Notify the Chief of Police or his/her designee according to departmental procedures;
- (3). Notify appropriate response personnel per internal procedures; and
- (4). If warranted, the Chief of Police or other command officers will notify the President or a member of the PSTEC or other individuals, after incident conditions are verified.

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## SECTION 5.8

### EMERGENCY RESPONSE PROTOCOLS

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The priorities for responding to any emergency are to protect, in order:

1. People;
2. Research animals and plants and intellectual property; then
3. Facilities, equipment and other property.

The priorities for responding to any emergency will include (but are not limited to) the following:

#### Priority I

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- Life Safety— evaluate the need to evacuate to safe zones, lock down (if possible) or shelter in place to protect people from hazardous or high-risk areas.
- Medical Aid — evaluate medical services available and advise rescue forces regarding location of treatment facilities for injured.
- Fire Suppression — evaluate fires or fire hazards and use available resources to control and evacuate.
- Search and Rescue — establish search and rescue teams and initiate rescue operations as required.
- Communication Network — establish a communication network using available staff, materials and equipment.
- Utilities Survey – evaluate and restore utilities (gas, electric, steam, chilled water, water, sewer) and shutdown as needed.
- Hazardous Substance Control — survey critical areas (i.e., biological and chemical) and secure or clean up as needed.
- Situation Control – evaluate access to the area to determine the safety of the emergency responders.

#### Priority II

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- Food and Drinking Water — identify supplies on hand and establish a distribution system for food and water.
- Shelter — identify usable structures to house resident students and/or community victims.
- Facility — evaluate facilities (i.e., buildings, classrooms) for occupancy or use. Identify and seal off condemned areas.
- Information — establish a communications system with the campus community regarding availability of services.
- Animal Control — provide controls and containment for all animals on campus.
- Criminal Activity Control — establish a police or security system to protect property and control criminal activity.

- Psychological Assistance — establish a system to assist people in coping with the crisis.
- Transportation — organize transportation for relocation to shelter.

### Priority III

- Valuable Materials Survey — identify and secure valuable materials (i.e., artwork, historical books, research and intellectual products).
- Records Survey — identify and secure all CSU records.
- University Operations Survey — determine requirements to continue normal university operations.
- Supplies and Equipment — develop a system to renew supply and equipment flow

## SECTION 5.9

### EMERGENCY OPERATIONS CENTER ACTIVATION

During a large incident, an EOC may be set up at a pre-designated site under the direction of an EOC Manager to support the Incident Command Post (ICP) activities and manage business continuity issues for the rest of the organization.

During incidents and emergency conditions in which the EOC should be immediately activated, the following CSU officials may activate the EOC and assume the EOC Manager position:

- PSTEC member
- CSUPD Chief or Delegated Authority
- Emergency Management Coordinator
- Environmental Health Services Director or Delegated Authority

In the event that none of the above is available, the CSUPD shift supervisor will assume authority for EOC activation and will act as the EOC Manager until one of the above designees arrives.

## SECTION 5.10

### EOC STAFFING:

The President is ultimately responsible for emergency management at the university. If the president is unavailable, the authority to take all necessary and appropriate action is hereby delegated to the following University officers in the order listed below, with such authority being delegated to the highest ranked University officer on the list whom CSUPD is able to contact:

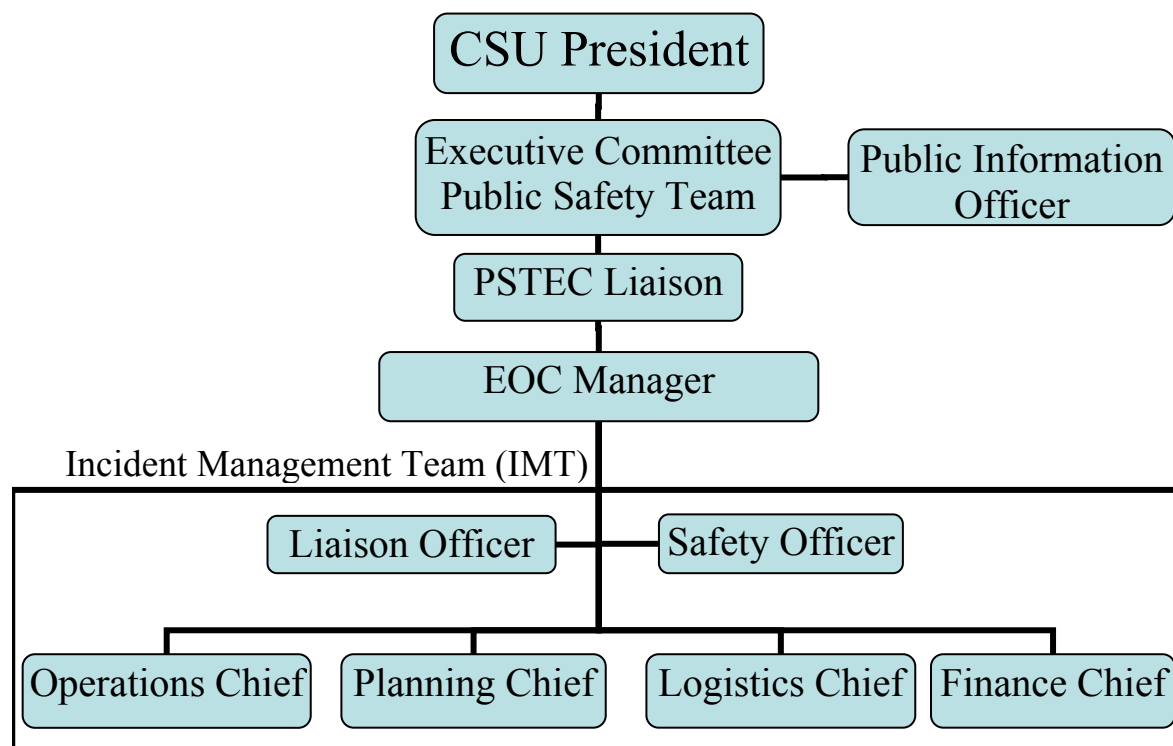
- (1). President's Chief of Staff
- (2). Provost and Executive Vice President
- (3). Vice President for University Operations
- (4). Vice President for External Relations
- (5). Vice President for Student Affairs
- (6). Vice President for Information Technology
- (7). Deputy General Counsel

The EOC serves as the central management center during a Level 1 or Level 2 emergency. When needed, the five Incident Management Team (IMT) functional elements (command, operations,



planning, logistics, and finance) can be established in the EOC, each of which may be further subdivided to enhance internal organizational management and external coordination. The EOC Manager is responsible for establishing and expanding the ICS modular organization. He or she bases decisions on each emergency situation. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated. Concurrently with structural expansion, the number of management positions expands to adequately address incident requirements. Prior to transferring command, the outgoing manager will conduct a full briefing for the incoming manager.

The university EOC is organized as follows:



**EOC ORGANIZATION CHART**

Once the EOC is activated, a PSTEC member will be assigned as the PSTEC Liaison.

When the EOC is established the EOC Manager then assigns subordinate individuals to EOC positions needed for the incident.

The EOC staff includes:

**CSU President** (Always activated) – Provides the authority to the PSTEC.

**PSTEC** (Always activated) – Provides the authority to the EOC manager and the ability to authorize funding for the incident.

**EOC Manager** (Always activated) - Manages and coordinates the response to incidents from an Incident Command Post (ICP). In that capacity, the EOC Manager has the authority to direct personnel, take actions and implement procedures as necessary to resolve issues related to the incident.

The most appropriate person below will assume the EOC Manager position depending on the emergency.

- PSTEC member
- CSUPD Chief or Delegated Authority
- Emergency Management Coordinator
- Environmental Health Services Director or Delegated Authority

The responsibilities of the EOC Manager are as follows:

- Assume command of the IMT;
- Classify the threat severity level by matching situation facts to threat criteria;
- Take protective action to stabilize the scene;
- Select and establish an appropriate command post;
- Activate appropriate ICS functions;
- Establish a unified command structure with responding agencies, if necessary;
- Conduct initial briefing of the Incident Management Team (IMT);
- Set specific objectives and direct that incident action plans be developed;
- Brief all IMT personnel on incident action plans;
- Continually review and update incident action plans with the IMT;
- Approve all incident information released to the news media;
- Set objectives and approve plans for returning to normal operations.

For small incidents, the EOC Manager may accomplish all five management functions. Larger incidents may require individuals to be assigned to other functions.

**Public Information Officer (PIO)** (Activated if needed) – Provides information to internal and external stakeholders, including the media or other organizations seeking information about the incident.

- ESF 15, Public Affairs / External Affairs.

**Safety Officer** (Activated if needed) - Monitors incident safety conditions and develops measures for assuring the safety of all assigned personnel.

**Liaison Officer** (Activated if needed) – Serves as the primary contact for supporting agencies assisting at an incident.

**Operations Chief** (Activated if needed) – Conducts tactical operations to carry out the plan. Develops the tactical objectives and organization and directs all tactical resources.

Associated Emergency Support Functions (ESFs):

- ESF 1, Transportation;

- ESF 3, Public Works and Engineering;
- ESF 4, Firefighting;
- ESF 8, Public Health and Medical Services;
- ESF 9, Search and Rescue;
- ESF 10, Oil and Hazardous Materials Response;
- ESF 12, Energy;
- ESF 13, Public Safety and Security.

**Planning Chief** (Activated if needed) – Prepares and documents the Incident Action Plan, collects and evaluates information, maintains resource status and maintains documentation for incident records.

Associated ESFs:

- ESF 5, Emergency Management;
- ESF 11, Agriculture and Natural Resources;
- ESF 14, Long Term Community Recovery.

**Logistics Chief** (Activated if needed) – Provides support, resources and all other services needed to meet the operational objectives.

Associated ESFs:

- ESF 6, Mass Care, Emergency Assistance, Housing and Human Services.

**Finance/Administration Chief** (Activated if needed) – Monitors costs related to the incident and provides accounting, procurement, time recording and cost analyses.

Associated ESFs:

- ESF 16, Finance / Administration.

#### **Additional Personnel**

In addition to the staff noted above, the EOC also may include any or all of the following or their respective designees:

- University Spokesperson (appointed by PIO)
- Director of ACNS and Telecommunications
- Designee of Provost and Executive Vice President
- Designee of Vice President of Research
- Designee of Vice President for Student Affairs
- Director of Housing and Dining Services
- Director of Human Resource Services
- Director of CSU Health Network Services
- Director of Athletics
- Director of the Lory Student Center
- Special Advisor for Support and Safety Assessment
- Any other person designated by the EOC Manager as necessary and appropriate

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## SECTION 5.11

### DEACTIVATION OF THE EOC

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As operations progress from Priority I through Priority III, administrative control of the incident or emergency situation will move from the EOC back to the normal university organizational structure. The EOC Manager in consultation with the PSTEC will determine when to deactivate the EOC.

## CHAPTER 6

### RECOVERY/CONTINUITY

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In *Recovery/Continuity* planning each department must be prepared to maintain critical operations during and after the emergency. Critical operations should be identified and approved by the PST *before* an emergency event. A list of critical operations and the response to those operations is summarized in Annex H (Critical Operations).



Along with maintaining critical operations and safety, plans should prioritize the need for emotional support for all people involved. Staff will require a full “head and heart” recovery (they know intellectually and believe emotionally that things can get back to normal). Such assistance would be provided by CSU’s Counseling Center staff, community providers through CSU’s Employee Assistance Program, victim advocates through the Larimer County Sheriff’s, the Red Cross, Touchstone Health Partners, Poudre Valley Health Systems, the Health District and Health Department, as well as other local universities and agencies as needed.

Building and environmental assessments will be performed by Facilities Management and Environmental Health Services. Once it is determined the building is safe to enter, a team of departmental and college staff (assisted by EHS, Facilities and others as needed) should assess the operations and determine disruptions that will delay services. This assessment should be provided to the EOC via the Dean, Director, or Department Head for decision-making and resource allocation. Disruptions and needed resources must be documented for purchase or funding recovery. Safety is the first priority in these assessments.

*Be aware that:*

- The university’s EOC will request ongoing status reports from each department during the emergency for resource allocation and to ensure critical function continuity. The department will be expected to identify staff who can facilitate resumption of normal operations.
- The university may need detailed data from the unit to estimate temporary space reallocation needs. Departments also should verify emergency purchasing authority with the Director of Procurement and Contracting Services.
- Most insurance and FEMA claims require extensive documentation of damaged facilities, lost equipment and resources, special personnel expenses and any Workers’ Compensation claims.
- Units should photograph or videotape facility and equipment damage to support written documentation.
- *It is very important to record the emergency’s physical effects **before** cleanup and repairs.*
- Departments will need to coordinate continuously with the EOC, EHS, and Facilities.

Business continuity means planning the measures necessary to enable the university to continue carrying on business to the extent reasonably possible when a disaster has reduced the university’s

capacity to operate normally. This includes providing services, research results, instruction and tangible goods to the university community and external sponsors, customers, clients, and cooperators. A business continuity plan should be activated once the disaster or emergency has passed. As part of the building safety plan, a business continuity section is required for each department in the building. Each department's business continuity plan should address details of how the department will prepare for emergencies in order to minimize and mitigate the long term impact on the operations of the department or organization. The plan should also work in tandem with the broader university ERP. A sample template is included in Annex E.

## **LIST OF ANNEXES**

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ANNEX A - Record of Revisions

ANNEX B - Access to the Plan

ANNEX C - President

ANNEX D - Public Safety Team and Executive Committee

ANNEX E - Deans Directors and Department Heads

ANNEX F – Crisis Communication

ANNEX G – ESFs, RSFs and Departments

ANNEX H - Critical Operations

ANNEX I – Risk Assessments

ANNEX J - Emergency Operations Center Manager

ANNEX K - Safety Officer

ANNEX L - Public Information Officer

ANNEX M - Liaison Officer

ANNEX N - Operations Chief

ANNEX O - Planning Chief

ANNEX P - Logistics Chief

ANNEX Q - Finance Chief

ANNEX R - Contact Lists

ANNEX S – University Business Continuity

ANNEX T - Agreements and MOU's

ANNEX U - Exercises

ANNEX V – Training

ANNEX W - Definitions

ANNEX X - Acronyms