



University of Denver

Emergency Management Program Documents



January 2020

University of Denver
Department of Campus Safety
Office of Emergency Preparedness & Fire Safety

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Emergency Management Framework



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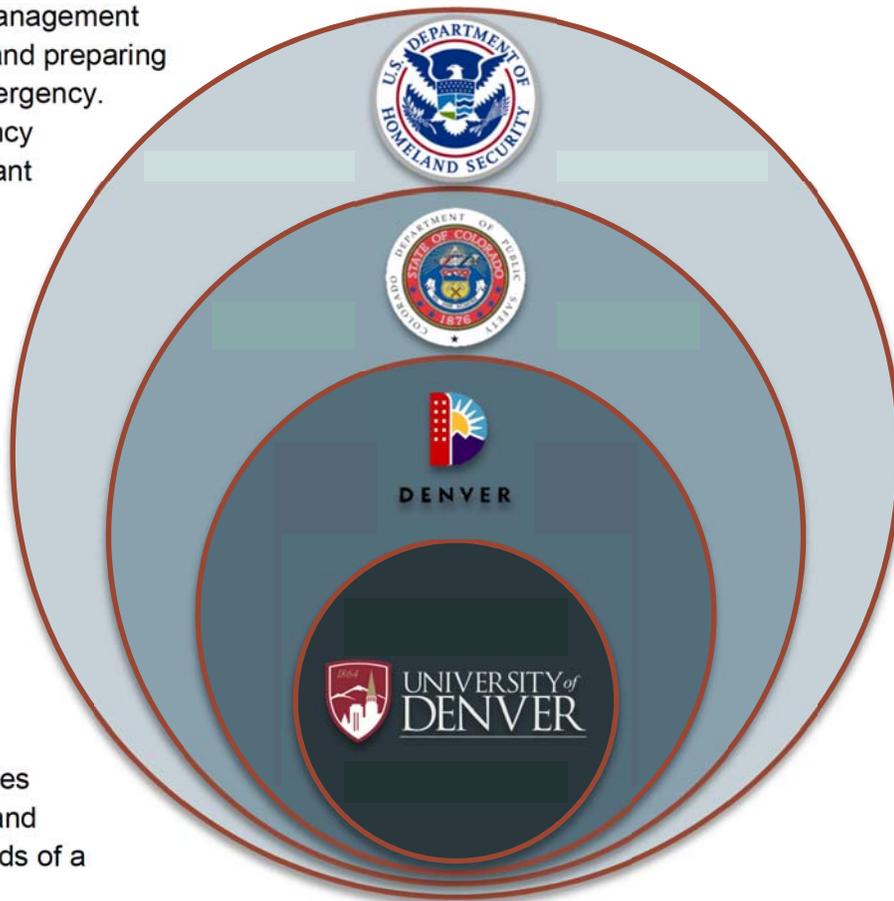
1 INTRODUCTION TO THE FRAMEWORK

1.1 BACKGROUND

The University of Denver (DU) Emergency Management Framework provides guidelines for planning and preparing for a coordinated response to any type of emergency. It utilizes an all-hazards approach to emergency management to ensure that it is always relevant and actionable.

This Framework has been developed to closely follow guidance and examples from local, state, and federal agencies maintaining jurisdiction over emergency preparedness, emergency response, and/or institutions of higher education.

This document does not replace existing plans for incident response or recovery of specific infrastructure (facilities, technology, utilities, etc.) Instead, this Framework organizes the departments which oversee those areas and plans into a structure that better suits the needs of a complex emergency response.



1.2 PURPOSE

The purpose of this Framework is to provide an overarching structure for development of department-specific plans while laying the groundwork for consistent organization of resources before, during, and following an emergency. To accomplish this, the Framework describes the broad roles and responsibilities of key positions and departments in the organization and how these resources will convene to manage emergency incidents.

The intent of this Framework is to:

- Ensure DU's ability to sustain mission critical functions across a range of emergencies
- Identify and designate key position with the skills and authority to carry out the responsibilities of emergency management, response, and recovery
- Identify the plans and documents which must be developed and maintained to support the goals of this Framework

1.3 APPLICABILITY & SCOPE

The Framework is designed to protect the safety and wellbeing of the entire DU community in an emergency; it, and its associated documents apply to all members of the DU community and visitors to campus should a state of emergency be declared.

This goal is achieved by:

- Establishing common terminology for Emergency Management at DU
- Establishing standardized protocols for the organization of DU resources
- Setting out mechanisms for effective coordination between DU and first responders
- Identifying and prioritizing mission critical functions

1.4 GUIDING PRINCIPLES

These are the guiding principles that will drive emergency management at DU.

- DU will implement a tiered command structure for emergency management with Campus Safety maintaining overall authority for emergency response and stabilization and the Chancellor maintaining overall authority for the University.
- DU must prioritize the mission critical functions that support daily operations of the University to facilitate resumption and recovery.
- As part of an all-hazards approach to emergency management, DU will identify appropriate scenarios for emergency plan testing and exercises.
- Development, training, testing, and evaluation of departmental plans (Continuity of Operations, Emergency Action Plans, Disaster Recovery Plans, etc.) is the responsibility of department heads. These individuals will work with the Manager of Emergency Preparedness to complete necessary planning.
- The DU community will prepare plans in accordance with this Framework.
- DU departments will incorporate emergency preparedness metrics into annual reporting.

1.5 RESPONSIBILITY

The Emergency Management Framework and its sub-documents are to be developed and maintained by the Office of Emergency Preparedness & Fire Safety in the Department of Campus Safety. This office is charged with reviewing and updating all documents annually or more often as needed.

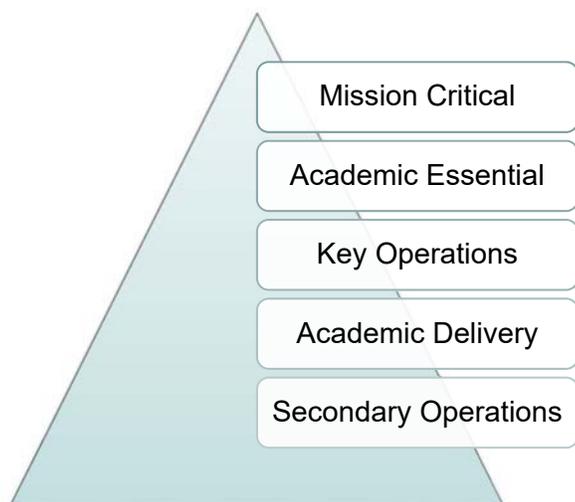
2 ROLES & RESPONSIBILITIES

2.1 UNIVERSITY REPRESENTATIVES

Title	Role	Responsibilities	Group	Reporting Location
Chancellor	Executive supervision of the University	<ul style="list-style-type: none"> -Coordinates with the Board of Trustees, Executive Leadership, Alumni, and other stakeholders -Serves as primary decision making authority for DU -May authorize evacuation or closure of the campus -May authorize requests for recovery resources 	Emergency Policy Group	CSC 3 rd Floor Conference Room
Provost	Second in succession for executive supervision	<ul style="list-style-type: none"> -Coordinates with Deans and Department Heads -May authorize evacuation or closure of the campus -Engages in tasks for resumption of academic delivery 	Emergency Policy Group	CSC 3 rd Floor Conference Room
Vice Chancellor for Business and Financial Affairs	Third in succession for executive supervision	<ul style="list-style-type: none"> -Provides general policy guidance for the Emergency Management Program -May authorize evacuation or closure of the campus -Supports resumption of University operations -Assesses financial impact of incident 	Emergency Policy Group	CSC 3 rd Floor Conference Room
University Counsel	Legal representative and advisor	<ul style="list-style-type: none"> -Provides guidance and oversight regarding legal issues -Assists in declaring and emergency and invoking emergency assistance from varying levels of government -Provides litigation on behalf of the University -Supports recovery operations as needed 	Emergency Policy Group	CSC 3 rd Floor Conference Room
Vice Chancellor of Marketing and Communications	Communications representative and advisor	<ul style="list-style-type: none"> Provides guidance and oversight on communications to the community -Directs and manages overall message 	Emergency Policy Group	CSC 3 rd Floor Conference Room

		-Assists the University spokesperson ensuring talking points are understood and delivered		
Other Vice Chancellors and Deans	Point-of-contact for functional areas	-Ensures that relevant plans have been developed and are maintained for their areas -Supports resumption of University operations as needed	Emergency Policy Group (as required based on division)	CSC 3 rd Floor Conference Room
Director of Campus Safety	Incident Team Leader	-Oversees the Emergency Management Program -Provides operations direction and supervision for emergency response -Serves as liaison between the EOC and ICP -Authorizes dissemination of emergency notifications -Authorizes evacuation or closure of the campus	Emergency Operations Center Group	Emergency Operations Center AND/OR Incident Command Post
Manager of Emergency Preparedness	Emergency Manager	-Manages the Emergency Management Program -Assists in development of emergency related plans -Informs executive leadership of DU's emergency preparedness status and emergency management needs -Maintains situational awareness to assess the impact on the University and individual departments -Serves as liaison between the EOC and ICP -Initiates dissemination of emergency notifications -Deploys and coordinates resources and equipment -Coordinates field operations during response and recovery -Collaborates with Emergency Response Teams to support recovery operations -Obtains resources needed to resume normal operations	Command Group AND/OR Emergency Operations Center Group	Incident Command Post AND/OR Emergency Operations Center

2.2 UNIVERSITY DEPARTMENTS



To achieve the goal of focusing on mission critical functions within the University structure, University departments have been classified into a tiered system of importance as it relates to resumption of operations. This determination is in no way related to a department's worth within the University, but rather is an estimation of the University's ability to meet its mission if the department were off-line for a period of up to 30 days.

Those departments determined to be Mission Critical, by virtue of their responsibilities essential to the execution of emergency support functions, include:

- Business and Financial Affairs
- Shared Services
- Campus Life
- Campus Safety
- Controller's Office
- Environmental Health & Safety
- Facilities Management and Planning
- Health and Counseling Center
- Housing and Residential Education
- Marketing and Communications
- Office of the Chancellor
- Office of the Provost
- Risk Management
- Sodexo Dining Services
- University Counsel
- Information Technology

Those departments determined to be Academic Essential, by virtue of their responsibilities related to the administration of academic delivery operations, include:

- Arts, Humanities, and Social Sciences Dean's Office
- Colorado Women's College
- Daniels College of Business
- Engineering and Computer Science Dean's Office
- Graduate School of Professional Psychology
- Graduate School of Social Work
- Graduate Studies
- Korbel School of International Studies
- Morgridge College of Education
- Natural Sciences and Mathematics Dean's Office
- Registrar
- Sturm College of Law
- University College
- University Libraries

Those departments determined to be Key Operations include:

- Athletics and Recreation
- Bursar's Office
- Cashier Services
- Human Resources
- University Advancement

Academic Delivery departments include those departments whose primary focus is on the education of students of the University. Planning for these units is performed by the Dean's Office. Secondary Operations are those which can be partially or wholly discontinued for a short period without significantly affecting the University's mission of delivering academic instruction.

2.3 CONTINUITY REPRESENTATIVES

Drawing on knowledge of their units, these representatives will be the single line of communication between an affected unit and the Continuity Liaison, EOC Manager, or Incident Commander. Continuity Representatives may be predesignated within a department or appointed at the outset of a continuity situation. The role of the Continuity Representative is to share the needs of his/her department to continue operations with the EOC.

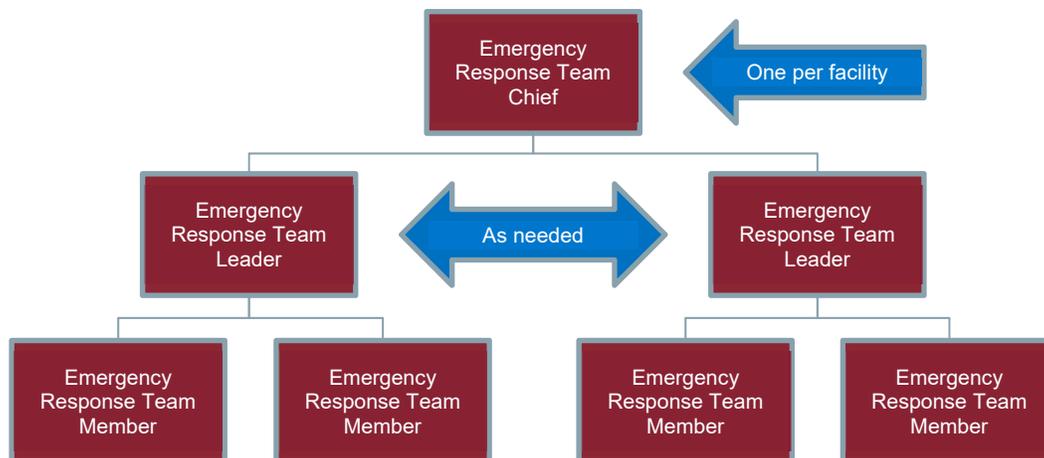
In the case that an affected unit is a representative of an Emergency Support Function, a Continuity Representative will focus on the internal needs of the unit while the unit’s ESF Manager focuses on the University level response.

2.4 EMERGENCY RESPONSE TEAMS

Each regularly occupied DU building will have a volunteer Emergency Response Team. The Department of Campus Safety does not have the authority or the desire to appoint individuals to a position of responsibility during an emergency; therefore all members, leaders, and chiefs will be recruited volunteers.

Emergency Response Teams serve as a connection between Campus Safety and their buildings/departments. Training in emergency evacuation, fire safety, shelter in place, active shooter preparedness and response, and personal safety training is provided to each team member. The intention is for team members to then share this information with their colleagues and others in their work areas. In an emergency situation, team members function as sources of knowledge to direct others to take actions prescribed by Campus Safety.

Each Emergency Response Team is led by a Chief that maintains responsibility to recruit new members, appoint Leaders, and communicate with the Manager of Emergency Preparedness. In facilities that are large, complex, or require deeper hierarchies, a Leader may be appointed to oversee an area. Team Members makeup the backbone of the program, functioning as the front line of guidance for community members and guests in the event of an emergency.



2.5 INDIVIDUAL COMMUNITY MEMBERS

Emergency management is the responsibility of every member of the DU community. The ability of the University to respond to and recover from an emergency, particularly one that affects the larger community in which we live, is uniquely dependent upon the ability of each member to support the University. Individual preparedness must be a goal of the University. To achieve this goal, employees and students will be offered training

opportunities, encouraged to view videos and websites provided by the University, and steered toward resources provided by FEMA's Ready Campaign at www.ready.gov.

3 COORDINATING STRUCTURES

3.1 EMERGENCY SUPPORT FUNCTIONS (ESF)

Emergency Support Functions (ESF) serve to organize disparate University operations into a streamlined system for emergency response and recovery prior to an incident. Each ESF is responsible for a distinct area of operations as defined by the National Response Framework and is staffed by members of a coordinating University department and a secondary University department. These departments are appointed based on the similarities of their day-to-day missions to the ESFs responsibilities. When meeting as a group in an Emergency Operations Center (EOC) environment, each ESF will be represented by an ESF Manager. This person is typically the highest ranking person from the ESFs primary University department. ESFs will remain active until the EOC Manager dismisses them or recovery operations have ceased. To foster good working relationships and information sharing, an ESF Group consisting of all ESF Managers will meet on a regular basis during times of normal operations.

In any case where an ESF in use under the National Response Framework does not have a substantially similar counterpart within the University, an ESF in use by DU will be tasked with functioning as a liaison to that ESF at the local, state, or federal level.

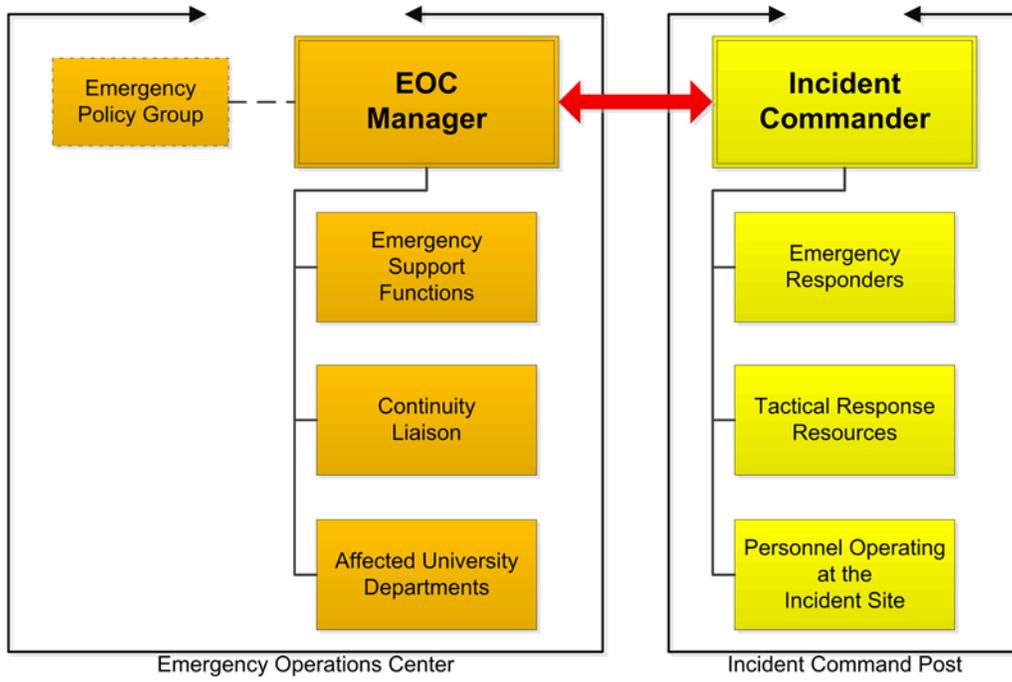
ESFs are listed and defined in [Appendix A: Emergency Support Functions](#).

3.2 INCIDENT COMMAND POST (ICP)

The Incident Command Post (ICP) is located in the field near the site of the emergency. All tactical operations of emergency response and stabilization are coordinated through the ICP under the direction of an Incident Commander or Unified Command. For the purposes of University emergency response, the only department that will generally operate using the Incident Command System in the field is the Department of Campus Safety. Response operations conducted in the field from an ICP are further defined in the Department of Campus Safety Emergency Response Plan.

3.3 EMERGENCY OPERATIONS CENTER (EOC)

The Emergency Operations Center (EOC) is the site from which all coordinating operations on the part of the University will be managed. Tactical decisions regarding response are not made from the EOC unless an ICP has not been activated (i.e.: cyber attack). An EOC is activated for emergencies that are complex or growing and is staffed by ESFs. An EOC will remain active until the incident has been fully stabilized and recovery operations have begun. If necessary, the EOC will remain active to coordinate recovery operations. It is not necessary to activate an EOC in order to activate individual ESFs.



4 OPERATIONAL PLANNING & PREPAREDNESS

4.1 EMERGENCY MANAGEMENT PLAN (EMP)

This Framework functions as the cornerstone of the emergency management program at DU. To further expand tactical emergency response and recovery standards an Emergency Management Plan (EMP) shall be prepared and maintained as a sub-document of this Framework. Whereas this Framework defines organizational structures, planning, and preparedness initiatives, the EMP will focus entirely on response, to include incident levels, declaring an emergency, communications, and continuity.

4.2 CRITICAL INCIDENT RECOVERY FRAMEWORK (CIRF)

Recovering from an emergency can often be a long and difficult process. To provide guidance to University personnel tasked with recovery, a Critical Incident Recovery Framework shall be prepared. The Recovery Framework will explain the guiding principles of recovery within the confines of a recovery continuum. It will also serve as the guiding document for achieving recovery and mitigating future incidents.

4.3 EMERGENCY SUPPORT FUNCTION GUIDES

A guide outlining the membership, leadership, and responsibilities of an ESF shall be developed for all ESFs. Additionally, a document defining the activation and organization of ESFs and a document defining the role and responsibility of an Emergency Policy Group shall be developed.

4.4 INCIDENT SPECIFIC GUIDES

Guides outlining initial actions, response and stabilization actions, continuity actions, ongoing actions, and recovery actions for specific incidents shall be developed. Those incidents to be represented in these guides will be decided upon based on a triannual risk assessment workshop to be attended by all ESFs and moderated by **ESF 5: Information and Planning**.

4.5 TESTS, TRAINING & EXERCISES

Orderly testing and exercising University plans, following appropriate training, is essential to ensuring that plans are relevant and actionable.

4.5.1 TRAINING

All those individuals who could reasonably be expected to represent an ESF during an emergency will be afforded an opportunity to meet one-on-one or in a small group setting with the Manager of Emergency Preparedness to discuss this Framework and its associated documents. This discussion will focus specifically on the responsibilities of the ESF which the individual is representing and the ESFs role in the larger system.

Training programs for those individuals holding a role within the coordinating structures of the emergency management program at DU will be presented by the Office of Emergency Preparedness & Fire Safety. These programs will be designed to focus on the specific areas of responsibility based on the roles and responsibilities described in this Framework.

In support of this Framework’s goal of ensuring preparedness of the whole community, individual community members not otherwise involved in the emergency management program will have the opportunity to attend training presentations throughout the year focusing on emergency preparedness, active shooter response, CPR/AED, and other relevant topics. In addition to training programs offered by the Office of Emergency Preparedness & Fire Safety, Emergency Response Team Chiefs will be provided with materials for distribution and, if interested, will be assisted in carrying out training programs in their buildings.

4.5.2 TESTS & EXERCISES

Following training of those individuals maintaining responsibility for emergency response, stabilization, and recovery, this Framework and its associated documents must be tested through a series of exercises on a regular basis. Attendees of each exercise will be decided during the exercise planning phase and will be based on the scenario to be tested. Those ESFs that are not required for exercise play will be invited to all exercises to observe.

Exercises will follow Homeland Security Exercise and Evaluation Program (HSEEP) guidelines and best practices. HSEEP defines types of exercises, documentation to be completed, exercise rules, and evaluation procedures. Use of this program allows the University to participate in exercises planned by external agencies using HSEEP guidelines.

The following table represents the University’s exercise goals:

	Description	Frequency	Responsibility
Discussion Based Exercise	A discussion based exercise based in which all or part of a plan is utilized to guide the response. No actions are taken, discussion only.	Semi-Annually	ESF Group
Drill	An action based exercise that tests specific skills or procedures (EOC activation, conference line call-in, etc.)	Annually	ESF Group
Functional Exercise	An action based exercise which tests a specific function (EOC operations, ICP operations, etc.) in which participants act out their respective roles in a simulated environment.	Biannually	ESF Group

<p>Full Scale Exercise</p>	<p>DU personnel along with external agencies participate in an exercise in which an incident has been simulated and all players are expected to respond and act as they would in an actual situation, including operations at the incident scene, in the EOC, and in other relevant parts of the campus</p> <p>These exercises will generally be planned in conjunction with external agencies</p>	<p>When Feasible</p>	<p>ESF Group</p>
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4.6 AFTER ACTION REPORTING

Following all incidents that progress beyond the lowest level emergency declaration an After Action Report will be prepared. This document will be based on actual observations made during response and recovery, group and one-on-one debriefs conducted with responders and affected populations, and input from any external agencies involved in the incident. The document will focus on what happened, what worked, and what did not work, with a particular focus on the causes and outcomes of University issues. Using the findings in the After Action Report, a Corrective Action Plan will be prepared to succinctly identify issues and provide recommendations for improvement. These documents will be distributed to all involved departments and the University’s senior leadership.

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5 APPENDIX A: EMERGENCY SUPPORT FUNCTIONS (ESF)

ESF 1: Transportation	
Coordinator: Campus Safety	Secondary: Facilities Management
Core Capabilities: Critical Transportation	
<p>Coordinates the support of transportation systems. Functions include but are not limited to:</p> <ul style="list-style-type: none"> ▪ Transportation of University emergency responders ▪ Transportation of University community members ▪ Management of parking, loading, and staging zones ▪ Procurement of external transportation resources (charter, RTD, freight, etc.) 	
ESF 2: Communications	
Coordinator: Information Technology	Secondary: Campus Safety
Core Capabilities: Operational Communications	
<p>Coordinates the reestablishment of critical communications infrastructure, facilitates the stabilization of systems and applications from cyber-attacks, and coordinates communications support to response efforts. Functions include but are not limited to:</p> <ul style="list-style-type: none"> ▪ Coordinate with telecommunications and information technology vendors ▪ Reestablishment and repair of telecommunications infrastructure ▪ Protection, reestablishment, and sustainment of cyber and information technology resources ▪ Use and care of two-way radio resources on campus 	
ESF 3: Public Works and Engineering	
Coordinator: Facilities Management	Secondary: Campus Safety
Core Capabilities: Infrastructure Systems	
<p>Coordinates the capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to repair, rebuild, or repurpose space on campus. Functions include but are not limited to:</p> <ul style="list-style-type: none"> ▪ Infrastructure protection and emergency repair ▪ Critical infrastructure reestablishment ▪ Engineering services and construction management ▪ Emergency contracting for lifesaving and life-sustaining services ▪ Procurement of alternate space 	
ESF 4: Firefighting	
Coordinator: ESF 5	Secondary: ESF 13
Support of firefighting operations will fall to the above listed ESF.	

ESF 5: Information and Planning	
Coordinator: Campus Safety	Secondary: Risk Management
Core Capabilities: Situational Assessment, Planning, Public Warning, Emergency Management	
Supports and facilitates interagency planning and coordination of operations. Functions include but are not limited to:	
<ul style="list-style-type: none"> ▪ Emergency management ▪ Incident action planning ▪ Situational awareness ▪ Information collection, analysis, and dissemination 	
ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services	
Coordinator: Housing & Residential Education	Secondary: Student Life
Core Capabilities: Mass Care Services, Temporary and Permanent Housing Services, Humanitarian Assistance	
Coordinates the delivery of mass care and emergency assistance. Functions include but are not limited to:	
<ul style="list-style-type: none"> ▪ Mass care ▪ Emergency assistance ▪ Disaster housing ▪ Reestablishment of permanent housing ▪ Human services including outreach and support 	
ESF 7: Logistics	
Coordinator: Shared Services	Secondary: Controller's Office
Core Capabilities: Services and Resources	
Coordinates incident resource planning, management, and sustainment to meet the needs of disaster survivors and responders. Functions include but are not limited to:	
<ul style="list-style-type: none"> ▪ Procuring resources ▪ Managing resources ▪ Distributing resources ▪ Resource support (office equipment and supplies, contracting services, shipping) 	
ESF 8: Public Health and Medical Services	
Coordinator: Health & Counseling Center	Secondary: Campus Safety
Core Capabilities: Public Health Services, Medical Services, Psychological Services, Fatality Management Services, Mass Care Services	
Coordinates the mechanisms for assistance in response to an actual or potential public health and/or medical incident. Functions include but are not limited to:	
<ul style="list-style-type: none"> ▪ Public health ▪ Prophylaxis ▪ Medical surge support (triage) ▪ Behavioral health services ▪ Fatality management coordination 	

ESF 9: Search and Rescue	
Coordinator: ESF 5	Secondary: ESF 13
Support of search and rescue operations will fall to the above listed ESF.	
ESF 10: Oil and Hazardous Materials Response	
Coordinator: Environmental Health & Safety	Secondary: Facilities Management
Core Capabilities: Environmental Response Health and Safety	
Coordinates support in response to an actual or potential discharge and/or release of hazardous materials. Functions include but are not limited to:	
<ul style="list-style-type: none"> ▪ Environmental assessment of the nature and extent of hazardous material contamination ▪ Environmental decontamination and cleanup 	
ESF 11: Agriculture and Natural Resources	
Coordinator: Sodexo	Secondary: Health & Counseling Center
Core Capabilities: Environmental Response Health and Safety, Mass Care	
Coordinates a variety of functions designed to protect food supply and respond to plant and animal pest and disease outbreak. Functions include but are not limited to:	
<ul style="list-style-type: none"> ▪ Nutrition assistance ▪ Animal and agricultural health issue response ▪ Food safety 	
ESF 12: Energy	
Coordinator: Facilities	Secondary: Campus Safety
Support of energy operations will fall to the above listed ESF. Duties include reestablishment of energy systems to sustain University operations.	
ESF 13: Public Safety and Security	
Coordinator: Campus Safety	Secondary: Facilities Management
Core Capabilities: Security and Protection	
Coordinates the integration of public safety and security capabilities and resources to support the full range of incident management activities. Functions include but are not limited to:	
<ul style="list-style-type: none"> ▪ Facility and resource security ▪ Security planning and technical resource assistance ▪ Public safety and security support ▪ Support to access, traffic, and crowd control ▪ Electronic life safety and security systems 	
ESF 14: Long Term Community Recovery	
(Superseded – Recovery is a function to be attended by all active ESFs not requiring a separate distinction)	

ESF 15: External Affairs

Coordinator: Marketing & Communications

Secondary: Campus Safety

Core Capabilities: Public Information

Coordinates the release of accurate, coordinated, timely, and accessible public information to affected audiences, including students, faculty, staff, media, and neighbors. Works closely with municipal and state officials to ensure outreach to the whole community. Functions include but are not limited to:

- Public affairs and the Joint Information Center
- Outreach
- Community relations

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Emergency Management Plan



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1 INTRODUCTION

1.1 PURPOSE

The Emergency Management Plan (EMP) has been developed as a subsidiary of the *Emergency Management Framework* for the purpose of providing a systematic approach for preparing for and responding to all incidents, regardless of cause, size, location, or complexity. It is the goal of this Plan to reduce the loss of life and property often associated with emergency incidents through pre-incident partnerships, unified response, and timely recovery which makes the University stronger than it was before.

1.2 APPLICABILITY & SCOPE

The EMP exists to guide the operations surrounding all emergency incidents involving the University of Denver. It is the expectation that all University responders will operate in accordance with the information included in this plan and its associated documents. Should services be procured through contract or agreement by the University in support of an emergency, those services are expected to operate under the guidance of this plan. Governmental and private agencies that regularly operate in emergency situations will utilize their own plans while providing a liaison to the University to bridge the gap between plans.

1.3 RESPONSIBILITY

The EMP and its associated documents are to be managed and maintained by the Office of Emergency Preparedness & Fire Safety in the Department of Campus Safety. These documents shall be reviewed at least once annually and updates shall be made as needed.

2 PREPAREDNESS

Preparedness efforts at the University are focused on organizational structure, understanding risk, analyzing and assessing abilities, maintaining a robust emergency management program, and avoiding incidents through improvements to infrastructure and procedures. The *Emergency Management Framework* defines many of these pieces of preparedness while the EMP provides specific guidance to enact these principles.



2.1 UNIFIED APPROACH

Day-to-day operations at the University are generally carried out with a minimal amount of interdepartmental effort. Ensuring a successful response to an emergency or expedient recovery following one is as much a matter of building relationships as it is good planning. In order for the University to prepare effectively all units must function in a unified manner under the same guiding principles. The adoption of Emergency Support Functions (ESF) provides a built-in structure for unified preparedness, response, and recovery. However, if this structure is not used regularly, failure during an emergency incident can be predicted with a fair degree of certainty. To avoid introductions during an emergency and the inevitable organizational breakdown that follows, an Emergency Support Function Committee made up of the managers or designees of each ESF will meet on a regular basis to discuss the state of preparedness and the emergency management program. These meetings will foster relationship building and a unified approach to emergency management long before an incident occurs.

2.2 THREAT & RISK ASSESSMENT

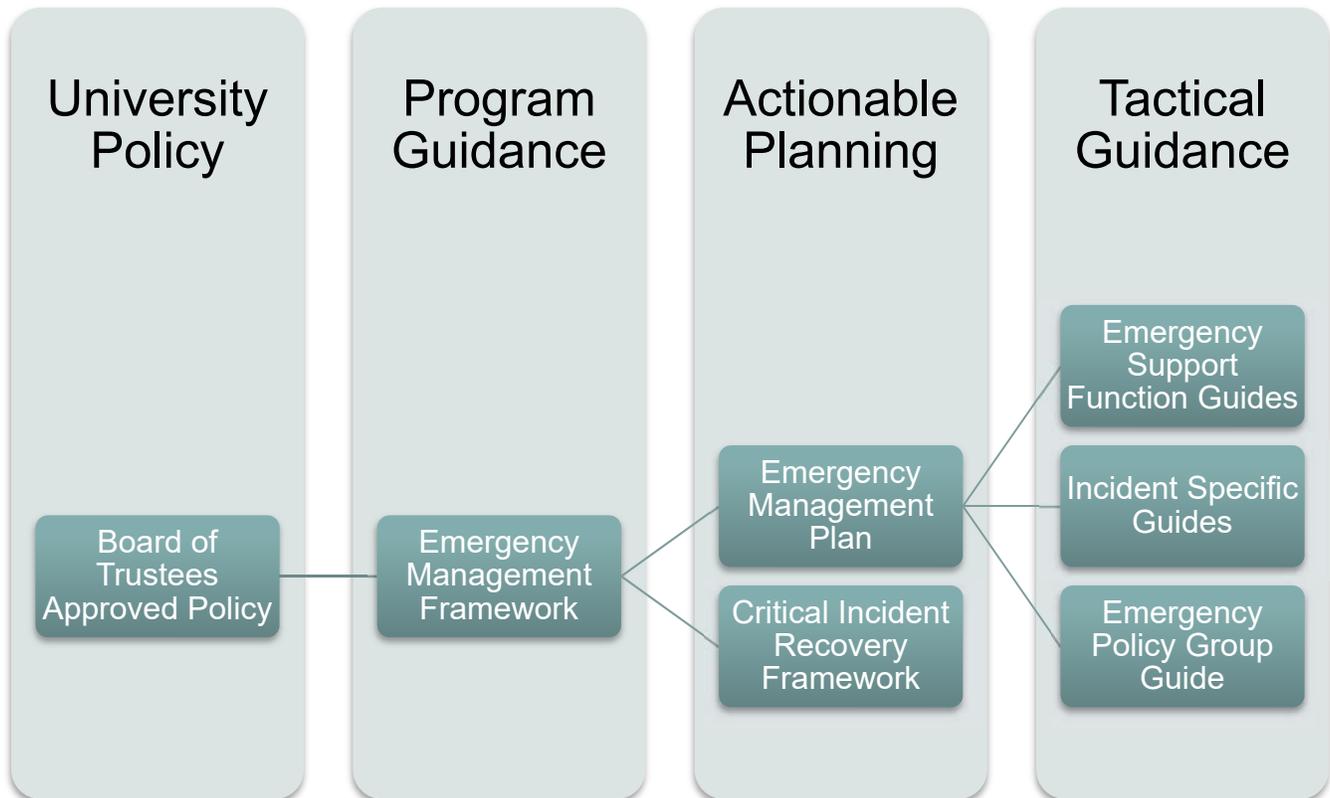
While the EMP is intended to be an all-hazards approach under the *Emergency Management Framework*, it is irresponsible to ignore the fact that some incidents pose great threat, great risk, or both to the University. To better guide planning and preparedness efforts a threat and risk assessment will spotlight those incidents which are particularly common or particularly impactful on University operations. In general, this threat and risk assessment will be the goal of an ESF Committee meeting in which all ESFs and other relevant parties are given a chance to voice opinions, experiences, and professional evaluations.

2.3 LEVELS OF CAPABILITY

Knowing what the University is capable of achieving is the first step in determining shortfalls and improving the University’s ability to respond to and recover from an emergency. Using findings from the threat and risk assessment process discussed in the previous section, the ESF Committee will assess the capabilities of the University as they pertain to each emergency situation. Through this assessment the ESF Committee will prepare a listing of processes, abilities, and resources which the University should develop to better meet the challenges of emergency management.

2.4 RELATIONSHIP TO OTHER DOCUMENTS

The emergency management program at DU is defined by a Board of Trustees Approved Policy and the *Emergency Management Framework*. This EMP is responsible for further guiding preparedness and response. The Critical Incident Recovery Framework provides guidance for recovering from an emergency. At a tactical level, Emergency Support Function Guides and Incident Specific Guides provide detailed information regarding the responsibilities of ESFs and actions to be taken during a given incident. The below graphic explains the relationship of this document to all other documents in the emergency management program.

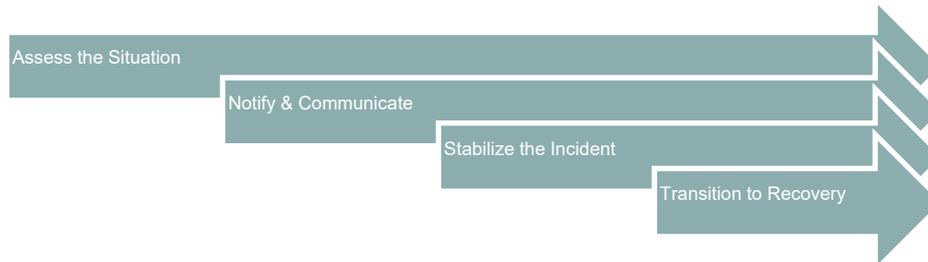


2.5 MITIGATION

The final step in preparedness before repeating the cycle is mitigation. Based on the findings of the threat and risk assessment and the capabilities assessment, steps can be taken by University departments to mitigate the effects of an emergency. Specifically, adding or changing processes, infrastructure, knowledge, or equipment that are not currently sufficient will make a significant impact on the University's ability to respond to and recover from an emergency. These insufficient areas are discovered through regular testing and exercising of this plan as outlined in the *Emergency Management Framework*.

3 RESPONSE

Responding to an emergency is the ultimate purpose of the emergency management program. While the goal is always to deter and mitigate emergency incidents, they are inevitable and the purpose of the planning and preparedness is to ensure a timely and affective response.



3.1 DECLARING AN EMERGENCY

Given the robust infrastructure and safety services available on campus and locally, incidents occur on a daily basis that do not require an emergency declaration or the activation of Emergency Support Functions. The below incident levels are intended to provide specific guidance to aid in the classification of an incident.

Level 0 Incident

This level is declared if the interruption in operations is estimated to have a very small impact on University operations. In most cases these incidents will impact a small number of departments and will be managed without the University community being affected by the interruption. This incident level exists to provide an avenue through which Emergency Support Functions can be activated without the need for an Emergency Operations Center.

Level 1 Incident

This level is declared if the interruption in operations is estimated to be 24 hours or less and there is no modification to the scheduled workload of unaffected functions and operations. Relevant Emergency Support Functions respond to Level 1 Incidents. External response agencies are activated through Department of Campus Safety emergency procedures.

Level 2 Incident

This level is declared if the interruption in operations is estimated to be more than 24 hours, but less than 72 hours. An Emergency Operations Center activates to manage the incident. External response agencies are activated through Department of Campus Safety emergency procedures. Modification of scheduled workload of affected and unaffected functions and operations may be required to staff multiple operational periods.

Level 3 Incident

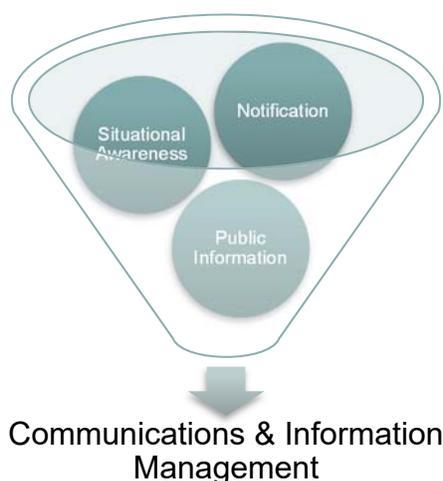
This level is declared if the interruption in operations is estimated to exceed 72 hours and the EOC declares a campus state of emergency. Depending on the estimated recovery time, critical functions and operations may be relocated to an alternate site. The Emergency Operations Center is responsible for managing the emergency. External response agencies are activated through Department of Campus Safety emergency procedures. If necessary, the campus may be closed and all personnel may be directed to leave or not come to campus. Modification of scheduled workload of affected and unaffected functions and operations will be required to staff multiple operational periods.

Declaration of an emergency is achieved through the notification of relevant Emergency Support Functions through standard or specialized communications avenues. The incident level is not required to be

communicated to the campus community with the exception of Level 3 Incidents which require a public declaration of a state of emergency. The incident level may be changed at any time by the EOC Manager. Changes to the incident level will be accompanied by a situation report which reflects the reasoning for the change.

3.2 COMMUNICATIONS & INFORMATION MANAGEMENT

In every emergency one of the most important emergency management capabilities is communication. It is, in fact, the capability which is cited in nearly every emergency as the least reliable and the cause of failed response. While the EMP addresses the basics of communication and information management, the bulk of the responsibility for ensuring effective communications falls to the Emergency Support Functions, specifically the Division of Marketing and Communications and the Department of Campus Safety in their various roles as emergency responders.



3.2.1 NOTIFYING THE COMMUNITY

Initial notification of the University community will be based on the severity and impact of the incident. If the incident presents immediate danger to the community, the Department of Campus Safety's emergency notification policy will serve as the guiding document. If the incident does not present immediate danger to the community, the message and delivery method will be decided by the Department of Campus Safety and the Division of Marketing and Communications.

3.2.2 NOTIFYING RESPONDERS

3.2.2.1 UNIVERSITY RESPONDERS

In response to a declared emergency the University will not notify individual personnel; rather, the Department of Campus Safety will activate relevant Emergency Support Functions or an Emergency Operations Center. To staff the EOC, ESFs will be activated through notification of the ESF Manager. This notification may take place through conventional methods (telephone, email) or DU Alert, the University's emergency notification system. Following notification it is expected that ESF Managers will in turn notify personnel within the ESF that will be

required for management of the given emergency. Duty location and reporting time will be included in the initial notification.

3.2.2.2 EXTERNAL AGENCIES

In many instances the University will require the support of external emergency response agencies and private organizations. At the outset of the emergency, response agencies such as the police department, fire department, emergency medical services, and other state or municipal resources will be notified through Department of Campus Safety standard operating procedures and emergency plans. As the incident progresses, specialized governmental or non-governmental resources, to include contracted services, will be notified by the relevant ESF and managed as a resource. In the case of a large scale emergency requiring activation of the City and County of Denver EOC, requests for support will be made through the municipal EOC.

3.2.3 SITUATIONAL AWARENESS

Maintaining situational awareness throughout an incident requires communication of the incident status and the activities of each ESF on a routine basis. During normal operations, University departments function independently and the need for sharing with others the activities of the day is unnecessary, but during an emergency even the smallest actions taken by an ESF can alter the status of an incident and the actions of other ESFs.

3.2.3.1 SITUATION REPORTS

The Emergency Operations Center, specifically **ESF 5: Information and Planning**, will publish situation reports on a regular basis. These reports will follow a standard template maintained by the Department of Campus Safety. Information in a situation report will include an incident overview, current actions sorted by ESF, governmental actions, other actions, and an incident outlook. These reports, once completed, will be distributed to all ESFs and representatives that are a part of the EOC group. They will also be distributed to senior leadership if the Emergency Policy Group has not been activated. At least one situation report will be completed during each operational period unless otherwise decided by the EOC Manager.

3.2.3.2 ONGOING COMMUNICATIONS

Situation reports provide a summary of the incident and actions taken to manage it in a concise document suitable for distribution. They cannot, however, substitute for ongoing communications amongst the ESFs and the EOC. If operations are taking place in disparate locations, it is expected that ESF Managers will gather information about actions being taken and issues being discovered and communicate them to the EOC Manager on a regular basis. If operations are taking place in a physical EOC the EOC Manager is expected to hold regular briefing meetings with ESF Managers to gather pertinent information to guide incident response and recovery and inform the creation of situation reports. Electronic communications should, whenever reasonably possible, be shared with the EOC Manager and any other relevant personnel.

3.2.4 PUBLIC INFORMATION

Public information distributed through news media, social media, email, telephone, or physical messaging (leaflets) shall be managed by **ESF 15: External Affairs**. These communications include those distributed to the University community not actively engaged in emergency management operations. Specific guidance for public information is addressed in the Division of Marketing and Communications Emergency Communications Plan and the *ESF 15: External Affairs Guide*.

3.3 RESOURCE MANAGEMENT

The success or failure of emergency management can largely be attributed to resources, whether equipment, systems, or personnel. The process of resource management can be broken down into distinct steps throughout the preparedness, response, and recovery process.



3.3.1 IDENTIFY REQUIREMENTS

Identification of the resources required to respond to and recover from an emergency is a process which must start before an incident. As part of threat and risk assessment referenced previously ESFs should determine if resources readily available to the University are adequate. If there are shortfalls, efforts to ensure the required resources are available should be taken.

At the outset of an incident the EOC will assess the resource needs for responding to the emergency. If the resources are available they will be mobilized, if they are not available they will be procured. Recovery resources will be identified through continuity needs at the departmental level, which will be communicated by the department's Continuity Representative to the EOC Continuity Liaison for procurement. University level recovery needs will be decided upon based on the nature and impact of the incident.

3.3.2 ORDER & ACQUIRE

Those resources that are required for response or recovery, but are not currently available within the University, must be ordered and acquired from third-party agencies or vendors. ESFs are expected to maintain a listing of vendors that currently provide or could provide necessary services to the University. The responsibility for ordering and acquiring a resource will fall to the relevant ESF or the ESF to which the EOC Manager assigns the responsibility. In all cases of ordering and acquiring resources the responsible ESF is expected to work with **ESF 7: Logistics** to ensure proper financial planning and resource tracking.

3.3.3 MOBILIZE

Resources are only useful if the personnel responding to or recovering from an emergency have them. Resources already owned by or available to the University will be immediately mobilized; those that must be ordered and acquired will be mobilized upon receipt. Equipment and personnel resources will be dispatched to a duty location or a staging area and assigned to an ESF for management.

3.3.4 TRACK & REPORT

Tracking resources and reporting their status to the EOC is essential to an efficient and timely response and recovery. **ESF 7: Logistics** will maintain responsibility for tracking resources and will report status changes regularly or immediately if the resource is in high demand. Tracking of a resource will include the resource's location, managing ESF, and status. Possible statuses include, but are not limited to, in use, staged, queued, pending, or out of service. It is the responsibility of the managing ESF to report changes to the status of a resource in its charge to ESF 7. Throughout response and recovery, ESF 7 will regularly report on shortfalls and surpluses of resources based on tracking and resource requests.

3.3.5 RECOVER & DEMOBILIZE

When a resource is no longer necessary to response or recovery efforts it must be demobilized. If the managing ESF is prepared to demobilize a resource it will turn control of the resource over to **ESF 7: Logistics**. ESF 7 will then ensure that the resource is not needed by other ESFs or University functions. If the resource is not needed by other functions, ESF 7, with permission from the EOC Manager, will return the resource to its home department or third-party agency or vendor following an inspection to determine the condition in which it is being returned. As part of tracking and reporting, ESF 7 will report that the resource has been demobilized and is no longer available for use unless a request to remobilize is made.

Demobilization for some resources will simply require turning over ownership of the resource. This is especially true of day-to-day resources ordered and acquired as replacements under continuity of operations requests.

3.3.6 REIMBURSE

Following demobilization of a resource the University must reimburse, if necessary, for its use. In the case of resources already controlled by the University little or no reimbursement between departments may be needed. Resources ordered and acquired from third-party agencies or vendors will likely carry with them a cost that was agreed upon while ordering. Payment of these costs will be routed through normal purchasing and accounts payable processes as managed by **ESF 7: Logistics**.

3.3.7 INVENTORY

It is the responsibility of the unit providing a resource to properly inventory it upon demobilization to ensure proper reimbursement. While **ESF 7: Logistics** will make every effort to return all resources used throughout response and recovery, failure of a unit to notify of missing or damaged equipment as a result of an improper inventory may create issues that could delay reimbursement.

3.4 COMMAND & MANAGEMENT

Emergency management is, at its core, intended to foster coordination and teamwork amongst disparate management functions within a large organization. To achieve this lofty goal a well-defined management structure that will be used in all emergency incidents is essential. In general, incident response can be bisected into two areas of concern based on geography and duties. The Incident Command Post is responsible for incident response and the Emergency Operations Center is responsible for emergency management. Each University function involved in emergency response has an assigned duty post outlined in the *Emergency Management Framework*.

3.4.1 INCIDENT SCENE

3.4.1.1 INCIDENT COMMAND POST

The Incident Command Post (ICP) is located in the field near the site of the emergency. All tactical operations of emergency response and stabilization are coordinated through the ICP under the direction of an Incident Commander or Unified Command. Response operations conducted in the field from an ICP are further defined in the Department of Campus Safety Emergency Response Plan.

3.4.1.2 INCIDENT COMMAND SYSTEM

The Incident Command System, originally developed to manage wildland fires, was adapted to day-to-day civilian emergency response following the terrorist attacks of September 11, 2001. It is a system which clearly defines an Incident Commander along with other essential roles in emergency response. To ensure interoperability with external emergency response agencies the University does require the use of the Incident Command System by officers within the Department of Campus Safety. For University emergency response purposes the Department of Campus Safety will generally be the only unit operating under this system. University personnel assigned to a field duty location under the Incident Command Post will be directed to serve under the Incident Commander or a supervisor who, in turn, serves under the Incident Commander.

3.4.1.3 STAGING AREA

Throughout the response and recovery phases resources will be needed. It is unlikely, however, that all available resources will be needed at one time. Those resources that are available but are not assigned to a duty location will be held in a staging area for expedited mobilization. Staging areas are generally located within a reasonable distance of the incident scene and are staffed by a Staging Area Manager appointed by the Incident Commander or **ESF 7: Logistics** if incident command has not been activated. Available resources requested by the Incident Command Post may be picked up from the staging area. The Staging Area Manager will track the comings and goings of resources and report this information to ESF 7 regularly or immediately if a resource is in high demand.

3.4.2 INSTITUTIONAL LEVEL RESPONSE

3.4.2.1 EMERGENCY OPERATIONS CENTER

The Emergency Operations Center (EOC) is the site from which all coordinating operations on the part of the University will be managed. Tactical decisions regarding response are not made from the EOC unless an ICP has not been activated (i.e.: cyber-attack). An EOC is activated for emergencies that are complex or growing and is staffed by ESFs. An EOC will remain active until the incident has been fully stabilized and recovery operations have begun. If necessary, the EOC will remain active to coordinate recovery operations.

3.4.2.1.1 EMERGENCY SUPPORT FUNCTIONS

Emergency Support Functions (ESF) serve to organize disparate University operations into a streamlined system for emergency response and recovery prior to an incident. Each ESF is responsible for a distinct area of operations as defined by the National Response Framework and is staffed by members of a coordinating University department and a secondary University department. These departments are appointed based on the similarities of their day-to-day missions to the ESFs responsibilities. When meeting as a group in an Emergency Response Team or EOC environment, each ESF will be represented by an ESF Manager. This person is typically the highest ranking person from the ESFs primary University department. ESFs will remain active until the EOC Manager dismisses them or recovery operations have ceased.

3.4.2.1.2 CONTINUITY LIAISON

Within the Emergency Response Team or EOC environment, the EOC Manager will appoint a Continuity Liaison responsible for working with affected units which require resources to continue operations. The affected unit's Continuity Representative as defined in the *Emergency Management Framework* will work directly with the Continuity Liaison to establish a single line of communication throughout the response and recovery process. The Continuity Liaison serves under the EOC Manager and is responsible for reporting all requests for resources and support from Continuity Representatives to the EOC Manager for assignment to relevant ESFs.

3.4.2.1.3 AFFECTED UNITS

Affected University units will be given a place in or near the EOC to maintain situational awareness and convey needs to the EOC Manager. As explained previously, the affected unit will have a Continuity Representative that will be responsible for communicating with the Continuity Liaison. If, in the opinion of the EOC Manager or the Emergency Policy Group, circumstances warrant direct participation of the affected unit's senior administrator, he or she will be assigned to the Emergency Policy Group to discuss decisions and incident ramifications with the University's senior administration.

3.4.2.2 EMERGENCY POLICY GROUP

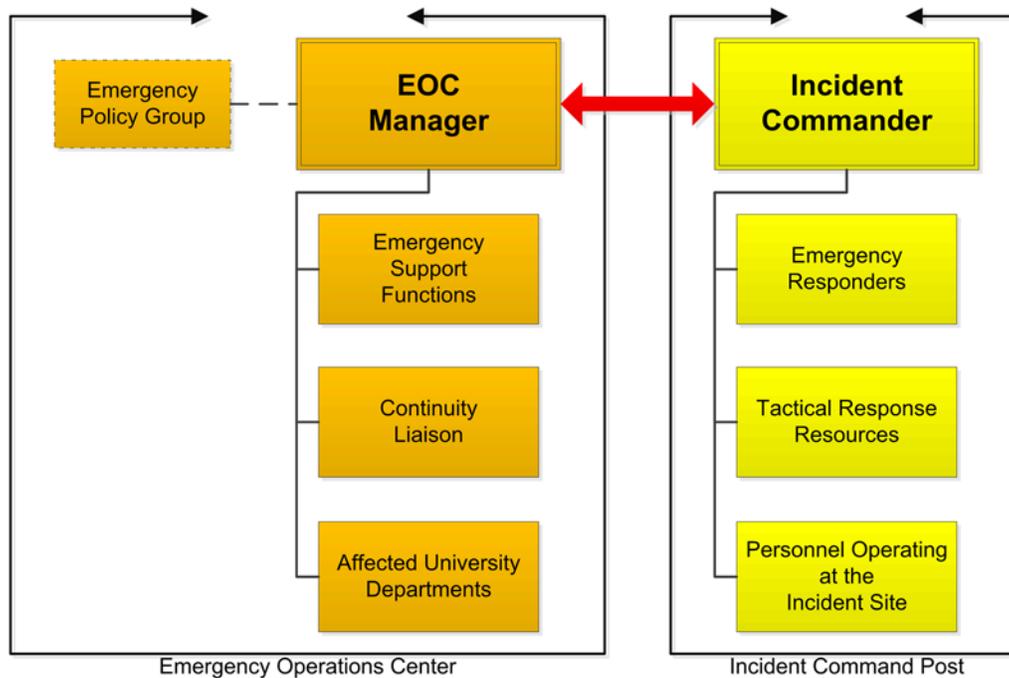
The Emergency Policy Group represents the senior administration of the University. While the EOC Manager and Incident Commander maintain overall control of incident response, the Emergency Policy Group maintains control of the University. This group, made up of the Chancellor, Provost, Vice Chancellor for Business and Financial Affairs, University Counsel, and any other relevant administrators will be responsible for making far reaching decisions in a timely manner to support response and recovery operations. Examples of far reaching decisions include, but are not limited to, University closure, large financial expenditures, infrastructure replacement, altered work schedules, and devolution.

When the EOC is activated, the Emergency Policy Group will be notified to report to a designated location near the EOC. While senior administrators are welcome in the EOC, to streamline response and recovery the Emergency Policy Group will meet in a separate space to maintain confidentiality and avoid unnecessary miscommunications with response personnel.

3.4.3 ORGANIZATIONAL RELATIONSHIPS

The graphic below is a visualization of reporting lines and organizational relationships throughout response and recovery. The Incident Commander maintains responsibility for tactical decision making and resource management as it relates to responding to and stabilizing an emergency incident. The EOC Manager maintains responsibility for coordinating response operations and ensuring that the Incident Commander is properly supported as it pertains to resources, personnel, and communications. Throughout the response phase, the Incident Commander and EOC Manager will communicate regularly to promote situational awareness between the Incident Command Post and the EOC.

The Emergency Policy Group is a component of the EOC which works collaboratively with the EOC Manager. The reporting line in this instance is deliberately designed to empower the EOC Manager to utilize subject matter expertise in emergency situations without strict oversight by senior administration.



3.5 ONGOING MANAGEMENT & MAINTENANCE

3.5.1 OPERATIONAL PERIODS

Personnel that are in need of rest often perform poorly and can be directly responsible for dangerous decision making. Operational periods shall be used during response and recovery to ensure that University personnel tasked with emergency management duties do not overextend or overexert themselves. An operational period will be defined as twelve (12) hours. At no time will University personnel be directly engaged in emergency management operations for more than 12 hours. In the event that an incident requires more than 12 hours to resolve, personnel will be relieved of their duties to rest and recuperate. The first operational period will start at the time of incident notification; the second operational period will begin 12 hours later.

It is common at the outset of an incident for all relevant personnel to be on hand. It is the responsibility of the Incident Commander and EOC Manager to order personnel off-site to rest in anticipation of providing relief during the next operational period.

3.5.2 FATIGUE

The use of operational periods should reduce the amount of fatigue found in University personnel involved in emergency management operations. There are, however, positions, jobs, and personnel which may experience fatigue within that 12 hour period. The Incident Commander and the EOC Manager shall have the authority to direct an individual off-site to rest for a given period of time before returning to duty to ensure safe operations. Should the Incident Commander or EOC Manager be too fatigued to continue in their duties they may appoint a successor before retiring to rest and recuperate. Likewise, the Incident Commander can direct the EOC Manager off-site to rest; the inverse is also true.

3.5.3 DEVOLUTION

Devolution is an extreme form of incident management in which University services, in whole or in part, are suspended to refocus resources on response and recovery. In general, devolution is only necessary if an incident has significantly damaged one or more University facilities resulting in loss of use or there is an insufficient number of University personnel to sustain normal operations. Should devolution be required, a collaborative decision between the EOC and Emergency Policy Group will be made regarding which University services will be restricted and to what extent. As part of this decision an action plan to restore restricted services will be prepared.

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Critical Incident Recovery Framework



January 2020

University of Denver
Department of Campus Safety
Office of Emergency Preparedness & Fire Safety

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1 INTRODUCTION

1.1 PURPOSE

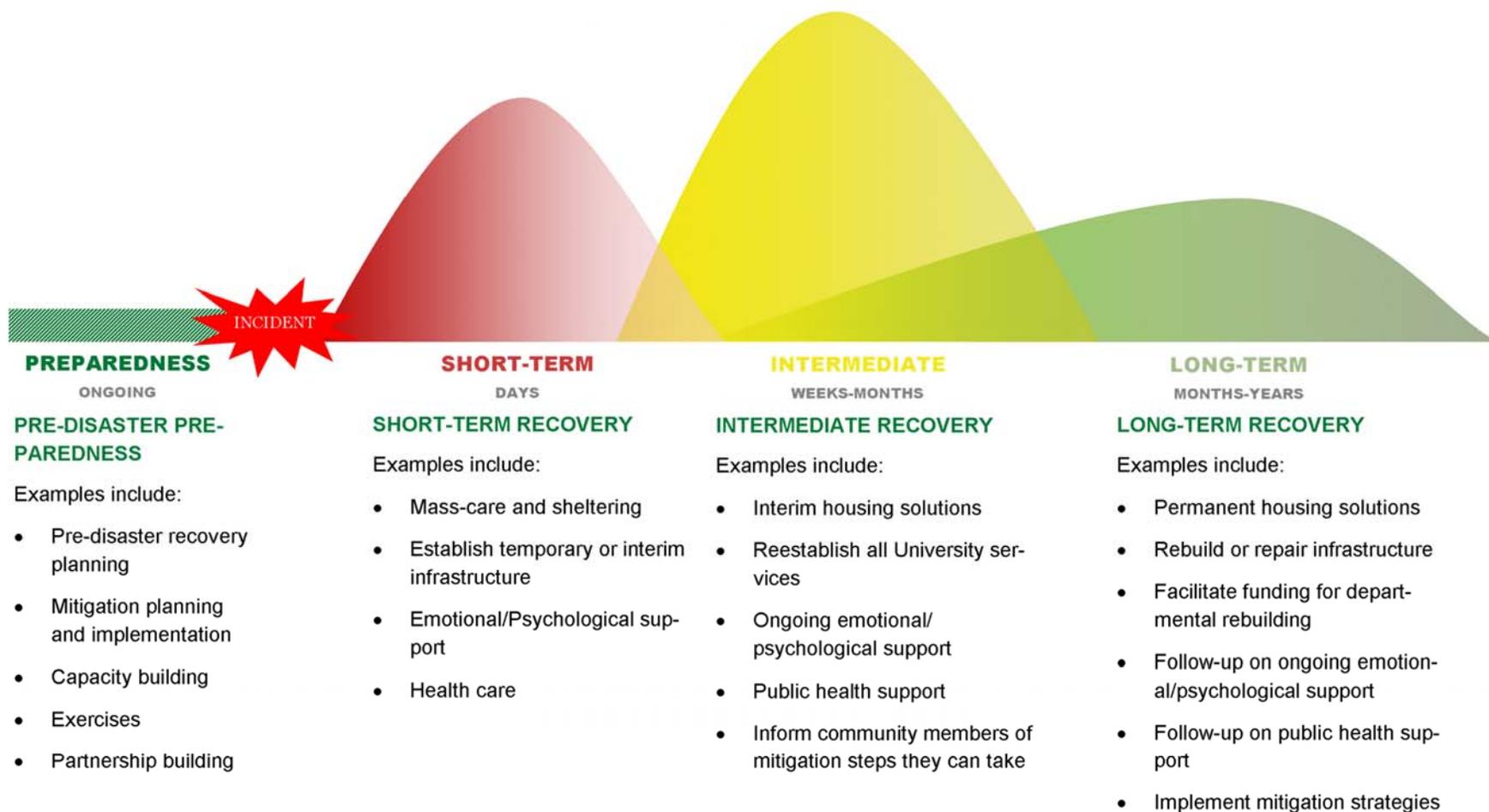
The Critical Incident Recovery Framework describes the concepts and principles that lead to effective recovery following an emergency. The purpose of this Framework is not to guide the steps of recovery as in a traditional plan, rather it is intended to provide University departments tasked with carrying the University through recovery with a set of guiding principles to be followed in all actions taken during the recovery phase.

Recovery begins long before an incident strikes the University during the planning phase and continues long after an incident is stabilized. In many cases, recovery can take years following a large scale incident. This Framework will provide an overview of the areas and constituencies that must be accounted for before, during, and after an incident.

1.2 RESPONSIBILITY

The Critical Incident Recovery Framework is the responsibility of the Office of Emergency Preparedness & Fire Safety in the Department of Campus Safety. This office is charged with reviewing and updating documents annually or more often as needed.

2 RECOVERY CONTINUUM



3 CORE PRINCIPLES

This Framework and recovery operations at the University rests on the shoulders of nine core principles upon which a successful recovery is possible.



3.1 INDIVIDUAL EMPOWERMENT

All members of the DU community must be given the chance to participate in the recovery process on some level. In many cases this will manifest itself as an outreach campaign to encourage individual community members to take actions to prepare for similar incidents in the future, though it may involve opportunities for community members to volunteer in recovery efforts. Care must be taken, however, with employees when requesting or accommodating requests for volunteers. Human Resources should be consulted before accepting employees as volunteers.

Individuals uniquely affected by the incident may be in need of a great deal of support. All efforts must be made to accommodate their needs while remaining cognizant not to exclude individuals because of race, ethnicity, primary language, religion, sex, gender, or disability.

3.2 LEADERSHIP

Even more so than response, recovery requires solid and reliable leadership at all levels of the University hierarchy. The Emergency Policy Group and Emergency Operations Center must represent the University in a very capable manner. Deans and Directors must represent their schools and departments throughout the recovery phase. It is essential that individual community members, while feeling empowered to be a part of the recovery, feel as though they are properly represented all the way to the top of the University organizational structure.

3.3 PRE-DISASTER RECOVERY PLANNING

The Office of Emergency Preparedness & Fire Safety in the Department of Campus Safety is charged with preparing plans at the University level to ensure preparedness for emergency incidents. These plans are used to manage response and recovery at the University level. Individual departments are expected to take initiative in participating in mitigation activities. While the EOC will work diligently to restore infrastructure and essential resources, individual departments must take control of communications and preparedness of employees and students in their charge.

3.4 PARTNERSHIPS AND INCLUSIVENESS

Partnerships promote collaboration and make the daunting task of recovery more bearable. The EOC maintains partnerships with local first responders, the State and FEMA. University departments maintain partnerships with vendors, professional organizations, and colleagues in other departments and at other organizations. These partnerships are essential to a successful recovery and should be nurtured for that purpose long before an incident.

Student groups must not be neglected during recovery. The recovery process should be inclusive and allow student groups the ability to weigh in on the process or contribute some meaningful support. These groups can be particularly valuable in navigating cultural issues.

3.5 PUBLIC INFORMATION

Consistent, honest, and timely communication with the community throughout recovery is not negotiable. Failure to properly communicate the plan for recovery, the status of recovery, and what the community can do to help will undoubtedly foster rumors and misinformation that will likely shine a poor light on the management of the incident. It is important to account for all stakeholders when communicating with the community. Students and employees are the obvious sectors of the University population, but parents, alumni, donors, and neighbors are all interested parties to which the University may be accountable.

3.6 UNITY OF EFFORT

Simply put, all University departments and personnel must be unified to achieve lasting and worthwhile recovery. For this reason all recovery operations are routed through the EOC to ensure that efforts are not duplicated and are in the best interest of the University's recovery.

3.7 TIMELINESS AND FLEXIBILITY

Day-to-day operations at the University serve the needs of an institution operating in the status quo. Responding to and recovering from an incident requires quick movement and exceedingly flexible minds. If a resource is

required to restore operations and can be had today it should be procured today. If a plan is not working the plan must be changed. If the way we usually complete a task does not fit the situation, find a new way. The goal is an efficient recovery with minimal downtime for essential University services.

3.8 RESILIENCE AND SUSTAINABILITY

In preparation for and recovery from an emergency, resilience and sustainability should be primary objectives. If an issue is foreseeable and there is a way to mitigate it, those actions should be taken. Following an incident an After Action Report will expose holes in the University's preparedness and response and a Corrective Action Plan will provide strategies for mitigation. These should be incorporated as soon as possible during the recovery phase.

3.9 PSYCHOLOGICAL AND EMOTIONAL RECOVERY

The emotional response to an incident is unique to each individual. In many cases an individual need not be directly involved in the incident or impacted in any way except to have been made aware of it to experience an emotional response that requires support. The University has accounted for these needs in the response phase, but a stabilized incident does not equal psychological and emotional recovery for individuals. The actions taken during the response phase must continue into the recovery phase and may be required for long periods of time following the incident. The University is defined by its community; if that community has not recovered, the University has not completed its work.

4 ACHIEVING RECOVERY

4.1 INDIVIDUALS

Recovery for an individual community member is only partially the responsibility of the University. Restoration of the individual's workspace or living space is less an action of individual recovery and more an action of departmental recovery. The same is true as it pertains to payroll or other University services relied upon by individuals. Ensuring a successful recovery for individuals is achieved through proper preparedness and planning by individuals. The University has a responsibility to communicate this with employees and students prior to an emergency incident.

4.2 UNIVERSITY DEPARTMENTS

In the immediate aftermath of an emergency incident, University departments will rely heavily on the Emergency Operations Center and their Continuity Representatives. As outlined in the Emergency Management Plan, departmental Continuity Representatives will interface with a Continuity Liaison in the EOC to communicate needs that must be fulfilled in order for the department to resume essential functions. The end goal, however, is to return the department to normal operations in a permanent or semi-permanent location.

Upon fulfilling the immediate needs of a department, the department will resume essential functions in support of the University's mission. The EOC will work with the department's Continuity Representative to repair or procure adequate space and resources to resume normal operations.

4.3 COORDINATION & CONTROL

Throughout the recovery phase relevant Emergency Support Functions will remain active to carry out recovery operations. Stabilization of an incident does not free the University to return to normal, day-to-day operations. As long as University departments are in need of assistance and resources, a state of emergency will remain in effect to streamline and expedite the delivery of services necessary to the resumption of normal operations.

The EOC may or may not remain active. If the space continues to support the recovery mission, it will remain active as long as it is needed. If it is deactivated, it may be reactivated by the EOC Manager at any time to support the recovery mission. Regardless of the status of the EOC, the EOC Manager will maintain overall control over recovery operations and Emergency Support Functions.

A declaration of emergency will not be rescinded until the EOC Manager is satisfied that the University, in whole, is prepared to return to normal, day-to-day operations.

4.4 RESOURCE RECOVERY

Resources can be anything required by the University to perform its duties in support of its mission. These include, but are not limited to, office supplies and equipment, computer systems, facilities, vehicles, and employees. The responsibility for recovering these resources rests on the shoulders of Emergency Support Functions as defined by the Emergency Management Framework. Nearly all resources that could be required by a University department are associated with at least one ESF. In the case that a resource is in no way associated with the duties of an ESF (i.e. scientific equipment), the department's Continuity Representative will work with the EOC to procure it through vendors established by the requesting University department. Further information regarding the responsibilities of each ESF can be found in the Emergency Support Function Guides.

4.5 FINANCIAL ACCOUNTABILITY

Throughout response and recovery, financial accountability is absolutely necessary. Normal financial practices are likely to be overwhelmed and/or insufficient to handle the influx of immediate spending. Equally important is the need to ensure that departments are not inadvertently charged for services that should be the responsibility of another department or the University as a whole. To easily account for funds spent to respond to or recover from an emergency, purchases will be charged to an emergency management budget number to be sorted out following the incident. Purchasing card charges should be transferred to the emergency management budget as well. This budget number will be established by the Controller's Office.

5 RESILIENT RECOVERY

It is likely that while recovering from an emergency, money will be spent to bring the University back to normal operations. During this time it makes sense to improve the University's infrastructure or operations to reduce the likelihood of experiencing a similar incident in the future or to increase the University's chances of making it through the incident with little to no interruption.



5.1 AFTER ACTION REPORT

Following all Level 1 and above incidents, an After Action Report will be drafted to document what happened, outcomes, and issues during response and recovery. The report is based on assessment of what actually happened during all phases of the incident and information gathered from individuals involved in the incident through debriefings. In general, debriefing notes will remain private; the information gathered in debriefings will be amalgamated with other information and presented as part of a greater report. The After Action Report exists solely to document the facts of the incident and the University's response to it.

5.2 CORRECTIVE ACTION PLAN

Using information contained in an After Action Report, a Corrective Action Plan will be drafted. Whereas the After Action Report sums up the incident, the Corrective Action Plan takes it a step further by offering solutions to issues experienced during the incident. Recommendations in the Corrective Action Plan may be directed toward mitigation of an incident specific issue, or they may be aimed at fixing an issue in how the University manages incidents or a process essential to incident response or recovery.

The Corrective Action Plan presents only recommendations. The Office of Emergency Preparedness and Fire Safety will not necessarily follow up regularly with a University department that chooses not to follow the recommendations of a Corrective Action Plan.

5.3 RESILIENCE

Resilience is the University's ability to endure an incident with little to no interruption. Proper use of an After Action Report and Corrective Action Plan should result in resilience in the face of a similar incident in the future. It should also lead to better coordination and control throughout the response and recovery phases of an incident. Mistakes made during an incident need not be repeated if recovery is carried out with resilience in mind. It is important to note, however, that building resilience does not cease upon rescinding an emergency declaration; rather, it feeds into preparedness where the cycle starts anew.

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Emergency Support Function Guides



January 2020

University of Denver
Department of Campus Safety
Office of Emergency Preparedness & Fire Safety

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ESF 1: Transportation

Emergency Support Function Guide

2020

Coordinator	Secondary
Parking and Mobility Services	Facilities Management

1. Overview

ESF 1: Transportation is generally responsible for transportation services as assigned, traffic management, road closures, and other duties related to traffic and transit. This ESF will be staffed with individuals that are capable of pooling transit resources and ensuring their effective deployment as directed by incident leadership.

2. Departments

2.1. Coordinating Department: Parking

Parking and Transportation Services is this sub-division that will be responsible for coordinating ESF 1.

2.2. Secondary Department: Facilities Management

Facilities Management maintains the largest vehicle fleet under University control. It also maintains equipment and devices useful in traffic control as well as labor staff that can be deployed to close roads or parking structures. Facilities Management is essential in repairing transportation infrastructure.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Parking and Mobility Services

The Manager of Parking and Mobility Services or his designee is the preferred ESF Manager.

2. Senior Representative of Facilities Management

The senior representative of Facilities Management that is NOT involved in managing ESF 3, Public Works and Engineering, is the preferred ESF Manager if the Manager of Parking and Mobility Services or his designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers are available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Traffic management and control

ESF 1 will be expected to coordinate, manage and control traffic entering and leaving campus during an emergency in which traffic will present a challenge. This may include closing roads or parking structures, diverting traffic toward detours, directing traffic as needed, and other duties as assigned.

Transporting residents and responders

Displaced residents or occupants may require transportation to alternate locations. Responders may require transportation to the incident scene or away from the incident scene at regular intervals or under emergency circumstances. ESF 1 will be expected to coordinate and provide transportation solutions as needed through use of University assets or standing or ad hoc agreements with transportation services.

Transportation safety

ESF 1 will be responsible for maintaining a safe environment in which employees, students, guests, and responders are transported. It is also expected that ESF 1 will maintain the safety of motorists through traffic management.

Restoration of transportation infrastructure

ESF 1 will be expected to create a plan to repair, replace, or otherwise restore infrastructure relating to transportation. This includes parking structures, roads, drives, fire lanes, etc.

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ESF 2: Communications

Emergency Support Function Guide

2020

Coordinator	Secondary
Information Technology	Campus Safety

1. Overview

ESF 2: Communications is generally responsible for monitoring and restoring technology infrastructure on campus. This includes working with providers, repairing damage on campus, troubleshooting hardware and software issues, and other duties as required. ESF 2 is also responsible for the integrity and security of University data resources and operational communications in support of emergency response.

2. Departments

2.1. Coordinating Department: Information Technology

IT is the University's primary manager of information technology systems and maintains the expertise to manage this ESF.

2.2. Secondary Department: Campus Safety

Campus Safety maintains secondary control of this ESF because of its role in managing and utilizing operational communications in support of emergency response.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of University Technology Services

The senior leader of IT or his/her designee is the preferred ESF Manager.

2. Senior Representative of Campus Safety

The senior representative of Campus Safety that is NOT involved in managing ESF 5 or ESF 13 is the preferred ESF Manager if the senior leader of UTS or his/her designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such

time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Coordination with providers

ESF 2 will be expected to represent the University to internet and telephone providers with which contracts exist or may exist. If outages or other issues are the fault of a provider, ESF 2 will coordinate with said provider to reach a mutually agreeable solution.

Restoration of technology and communications infrastructure

ESF 2 will be responsible for restoring any technology or communications outages. If it is an on-campus issue, then ESF 2 will be expected to troubleshoot and repair it. If it is a third party issue, ESF 2 will be expected to coordinate with the third party to restore service.

Protection of data and information security

ESF 2 will be responsible for maintaining a secure network on which University data may flow without jeopardizing the confidentiality or security of information. During an emergency, particularly a cyber-attack, ESF 2 will be expected to monitor for security breaches and deter any that may occur.

Oversight of communications infrastructure

As part of emergency response and recovery, ESF 2 will ensure that responders have appropriate and sufficient communications equipment to work efficiently and effectively.

Resource support and procurement

ESF 2 will procure any needed technology, equipment, etc. that is required to respond to or recover from an emergency. This includes resources needed to function in a continuity situation.

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ESF 3: Public Works and Engineering

Emergency Support Function Guide

2020

Coordinator	Secondary
Facilities Management	Campus Safety

1. Overview

ESF 3: Public Works and Engineering is generally responsible for the protection, repair, and restoration of University facilities, engineering services, utilities and infrastructure not related to communications, and project management services. In most cases, this will be the largest ESF.

2. Departments

2.1. Coordinating Department: Facilities Management

Facilities Management is essential to the activation of this ESF. The expertise and personnel of Facilities Management is highly specialized for the duties required.

2.2. Secondary Department: Campus Safety

Due to the very time sensitive nature of the duties that must be performed by ESF 3, Campus Safety maintains the secondary department position because of its constant presence on campus.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Facilities Management

The primary representative for Facilities Management is the Associate Vice Chancellor of Facilities Management and Planning. The alternate in the absence of the primary is the Director of Facilities Management and Planning.

2. Senior Representative of Campus Safety

The senior representative of University Communications that is NOT involved in managing ESF 5 or ESF 13 is the preferred ESF Manager if the senior leader of Facilities Management or his designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Infrastructure protection, repair, and restoration

ESF 3 will be expected to protect University facilities and infrastructure where possible through mitigation and preparation. Where infrastructure is damaged, ESF 3 is responsible for repairing it, restoring it, or replacing it either directly or through third parties.

Engineering services

ESF 3 will be called upon to provide engineering expertise when needed to evaluate structural integrity, plan structural repairs, or contract for extensive services.

Project management

ESF 3 will function as the project manager for any short or long term projects relating to the repair, replacement, or other restoration of the University's infrastructure.

Utility infrastructure repair and coordination

ESF 3 will be responsible for coordinating with providers of non-communication utilities, including, but not limited to, natural gas, electricity, and water. Where the issue is on-campus, ESF 3 will repair it. Where the issue is off-campus, ESF 3 will coordinate with the provider to reach a mutually agreeable solution.

Emergency contracting for life-sustaining services

Any emergency contracts for electrical generation, heating, cooling, or other life-sustaining utility services will originate with ESF 3.

Resource support and procurement

ESF 3 will coordinate procurement of any needed space, equipment, etc. that is required to respond to or recover from an emergency. This includes resources needed to function in a continuity situation.

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ESF 4: Firefighting

Emergency Support Function Guide

2020

Coordinator	Secondary
ESF 5	ESF 13

1. Overview

ESF 4: Firefighting is responsible for interfacing with relevant fire departments to ensure that all necessary support from the University is provided.

2. Departments

2.1. Coordinating Department: ESF 5: Information and Planning

ESF 5: Information and Planning is responsible for managing this ESF if it is required.

2.2. Primary Department: ESF 13: Public Safety and Security

ESF 13: Public Safety and Security is responsible for managing this ESF if ESF 5 is not active or is not capable of managing this ESF.

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ESF 5: Information and Planning

Emergency Support Function Guide

2020

Coordinator	Secondary
Campus Safety	Risk Management

1. Overview

ESF 5: Information and Planning is generally responsible for coordination of incident management and response, execution of emergency plans, resource control, situational awareness, and coordination of insurance claim-handling when an incident results in a covered loss.

2. Departments

2.1. Coordinating Department: Campus Safety

Campus Safety maintains the emergency management program for the University. Campus Safety personnel are trained in incident management and response techniques and are very familiar with the University's emergency plans.

2.2. Secondary Department: Risk Management

Enterprise Risk Management purchases the University's property and casualty insurance, and coordinates the submission of a claim arising from an incident to the appropriate insurance carrier. Since insurance carrier processes can often influence or even dictate the logistics for handling an incident, Enterprise Risk Management has the knowledge and skills essential to ensuring the University receives appropriate payment for covered losses associated with an incident. Enterprise Risk Management has limited knowledge and expertise in relation to incidents that do not involve an insurance component.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Campus Safety

The senior representative of the Office of Emergency Preparedness within Campus Safety or his/her designee is the preferred ESF Manager.

2. Senior Representative of Enterprise Risk Management

The senior representative of Enterprise Risk Management is the preferred ESF Manager if the senior leader of the Office of Emergency Preparedness or his designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Coordination of incident management and response efforts

ESF 5 will ensure that operations in the EOC and at the ICP are on track and conforming with predetermined response actions. The ESF Manager will serve as an advisor to the EOC Manager as well as the Emergency Policy Group.

Execution of emergency plans

ESF 5 will be responsible for activating and ensuring compliance with emergency plans where possible.

Government relations

ESF 5 will maintain lines of communication with emergency response agencies at the local, state, and federal levels. Non-governmental organizations may be included if warranted.

Information collection, analysis, and dissemination

ESF 5, through the ESF Manager, will process situational awareness information and ensure that all incident responders receive regular updates regarding incident status and progress. In fulfilling this responsibility, the ESF Manager will regularly obtain incident-related reports from involved areas and summarize relevant information for the updates on incident status and progress.

Insurance claims

ESF 5 will lead the coordination of insurance claim-handling when an incident results in a covered loss.

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ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services

Emergency Support Function Guide

2020

Coordinator	Secondary
Housing and Residential Education	Student Life

1. Overview

ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services is generally responsible for emergency housing and sheltering operations and human services.

2. Departments

2.1. Coordinating Department: Housing and Residential Education

ESF 6 requires a great deal of housing operations, which HRE is already equipped to handle.

2.2. Secondary Department: Student Life

ESF 6 also requires a great deal of human services which Student Life is already equipped to handle.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Housing and Residential Education

The senior leader of Housing and Residential Education or his designee is the preferred ESF Manager.

2. Senior Representative of Student Life

The senior representative of Student Life is the preferred ESF Manager if the senior leader of Housing and Residential Education or his designee is unavailable.

3. Appointee of the or EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Emergency housing and sheltering operations

ESF 6 will maintain responsibility for securing and operating emergency shelters and housing for displaced residents and occupants of affected buildings during an emergency. If housing becomes long term, it will be turned over to Housing and Residential Education or Property Management as appropriate.

Human services

ESF 6 will maintain responsibility for human services during an emergency including mass care of uninjured individuals, assistance with travel, assistance with property replacement, etc. Human services are many and will be assigned by incident leadership as appropriate.

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ESF 7: Logistics

Emergency Support Function Guide

2020

Coordinator	Secondary
Shared Services	Controller's Office

1. Overview

ESF 7: Logistics is generally responsible for procuring, managing, and distributing resources.

2. Departments

2.1. Coordinating Department: Shared Services

Shared Services is best suited to handle procurement through purchasing and management and distribution thorough receiving and mail services.

2.2. Secondary Department: Controller's Office

The Controller's Office is well suited to manage purchasing during an emergency incident.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Shared Services

The senior leader of Shared Services or his designee is the preferred ESF Manager.

2. Senior Representative of the Controller's Office

The senior representative of the Controller's Office is the preferred ESF Manager if the senior leader of Shared Services or his designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Resource procurement, management, and distribution

ESF 7 will execute orders for resources from other ESFs and then accept delivery of said resources before distributing them to the requesting ESF. As part of resource management, this ESF will track the movement and status of all resources being used for incident response.

Financial Accountability

ESF 7 will establish funds to track and reconcile all expenses related to response to and recovery from an incident.

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ESF 8: Public Health and Medical Services

Emergency Support Function Guide

2020

Coordinator	Secondary
Health and Counseling Center	Campus Safety

1. Overview

ESF 8: Public Health and Medical Services is generally responsible for public health, medical services, mental health services, and fatality management.

2. Departments

2.1. Coordinating Department: Health and Counseling Center

Health and Counseling employs professionals that meet the needs of this very specialized ESF.

2.2. Secondary Department: Campus Safety

Due to the time sensitive nature of the duties performed by ESF 8, Campus Safety maintains the secondary role because of its constant presence on campus.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of the Health and Counseling Center

The senior leader of the Health and Counseling Center or his designee is the preferred ESF Manager.

2. Senior Representative of Campus Safety

The senior representative of Campus Safety that is NOT involved in managing ESF 5 or ESF 13 is the preferred ESF Manager if the senior leader of the Health and Counseling Center or his designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Public health

ESF 8 will maintain responsibility for all public health operations on campus including education, screening, inoculation, disease tracking, etc. Duties to protect public health will also be the responsibility of ESF 8.

Medical and psychological care

ESF 8 will maintain responsibility for providing medical and psychological care on campus. Through trained and licensed medical and mental health providers, ESF 8 will operate and staff clinics, drop-in centers, etc.

Mass fatality management

ESF 8 will maintain responsibility for coordinating the management of remains in a mass fatality incident. ESF 8 will be expected to work with the City of Denver and State of Colorado to ensure that remains are moved, stored, and transported by acceptable means.

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ESF 9: Search and Rescue

Emergency Support Function Guide

2020

Coordinator	Secondary
ESF 5	ESF 13

1. Overview

ESF 9: Search and Rescue is responsible for interfacing with relevant public safety agencies to ensure that all necessary support from the University is provided.

2. Departments

2.1. Coordinating Department: ESF 5: Information and Planning

ESF 5: Information and Planning is responsible for managing this ESF if it is required.

2.2. Primary Department: ESF 13: Public Safety and Security

ESF 13: Public Safety and Security is responsible for managing this ESF if ESF 5 is not active or is not capable of managing this ESF.

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ESF 10: Oil and Hazardous Materials Response

Emergency Support Function Guide

2020

Coordinator	Secondary
Environmental Health & Safety	Facilities Management

1. Overview

ESF 10: Oil and Hazardous Materials Response is generally responsible for responding to hazardous materials incidents and environmental cleanup.

2. Departments

2.1. Coordinating Department: Environmental Health & Safety

Environmental Health & Safety employs professionals that meet the needs of this very specialized ESF.

2.2. Secondary Department: Facilities Management

The containment and cleanup needs of ESF 10 require cleaning services, provided by Facilities Management.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Environmental Health & Safety

The senior leader of Environmental Health & Safety or his designee is the preferred ESF Manager.

2. Senior Representative of Facilities Management

The senior representative of Facilities Management that is NOT involved in managing ESF 3 is the preferred ESF Manager if the senior leader of Environmental Health & Safety or his designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such

time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Hazardous materials response

ESF 10 will maintain responsibility for containing, neutralizing, and cleaning hazardous materials that have spilled or otherwise been introduced to the environment. This role is particularly important if the hazardous material in question poses a risk to life safety.

Environmental cleanup

ESF 10 will maintain responsibility for cleaning or contracting cleaning services that will mitigate effects of the hazardous materials on the environment, built and/or natural.

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ESF 11: Agriculture and Natural Resources

Emergency Support Function Guide

2020

Coordinator	Secondary
Sodexo	Health and Counseling Center

1. Overview

ESF 11: Agriculture and Natural Resources is generally responsible for food service and safety, potable water safety and security, and animal or pest disease outbreak.

2. Departments

2.1. Coordinating Department: Sodexo

Sodexo is the primary provider of food services for the University and is responsible for sourcing its own products.

2.2. Secondary Department: Health and Counseling Center

The Health and Counseling Center maintains the secondary position to consult on the management of foodborne illness.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Sodexo

The senior representative of Sodexo or his designee is the preferred ESF Manager.

2. Senior Representative of the Health and Counseling Center

The senior representative of the Health and Counseling Center that is NOT involved in managing ESF 8 is the preferred ESF Manager if the senior representative of Sodexo or his designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Food service and safety

ESF 11 will maintain responsibility for the procurement, preparation, and serving of safe food in a safe and approved manner. If foodborne illness is suspected, ESF 11 will be responsible for monitoring food sources for possible contamination.

Potable water safety and security

ESF 11 will maintain responsibility for ensuring that the campus is supplied with safe drinking water during and following response operations. This will be accomplished through work with utilities and other ESFs or through procurement of packaged water.

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ESF 12: Energy

Emergency Support Function Guide

2020

Coordinator	Secondary
Facilities	Campus Safety

1. Overview

ESF 12: Energy is responsible for interfacing with relevant utility companies to ensure that all necessary support from the University is provided.

2. Departments

2.1. Coordinating Department: ESF 3: Public Works and Engineering

ESF 3: Public Works and Engineering is responsible for managing this ESF if it is required.

2.2. Primary Department: ESF 5: Information and Planning

ESF 5: Information and Planning is responsible for managing this ESF if ESF 3 is not active or is not capable of managing this ESF.

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ESF 13: Public Safety & Security

Emergency Support Function Guide

2020

Coordinator	Secondary
Campus Safety	Facilities Management

1. Overview

ESF 13: Public Safety & Security is generally responsible for physical security, crowd control, public safety, law enforcement, and technical security services.

2. Departments

2.1. Coordinating Department: Campus Safety

Campus Safety employs professionals that meet the needs of this ESF.

2.2. Secondary Department: Facilities Management

Facilities Management will be called upon to provide construction, maintenance, and key/access control services to support public safety and security duties.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Campus Safety

The senior leader of Campus Safety or his designee is the preferred ESF Manager.

2. Senior Representative of Facilities Management

The senior representative of Facilities Management that is NOT involved in managing ESF 3 is the preferred ESF Manager if the senior leader of Campus Safety or his designee is unavailable.

3. Appointee of the EOC Manager

If the ESF must be activated but none of the preferred ESF Managers are available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Physical security

ESF 13 will maintain responsibility for securing facilities and the campus through access control, patrol operations, and guard posting. Where needed, this responsibility will expand to include monitoring structures that are without functioning alarm systems.

Crowd control

ESF 13 will maintain responsibility for managing the influx of individuals on campus motivated by innocent or less than innocent intentions. ESF 11 will also manage crowds that include the media, evacuees, and concerned affiliates.

Law enforcement

ESF 13 will maintain responsibility for enforcing applicable laws of the City of Denver, State of Colorado, and United States criminal codes until those laws are superseded by governmental decree.

Technical security services

ESF 13 will maintain responsibility for all technical security services required as part of response operations. These include closed circuit television monitoring, electronic access control, fire and intrusion alarm systems, etc.

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ESF 14: Long Term Community Recovery

Emergency Support Function Guide

2020

Coordinator	Secondary
N/A	N/A

1. Overview

ESF 14: Long Term Community Recovery has been superseded by the Critical Incident Recovery Framework. It is a function to be attended by all active ESFs and does not require a separate distinction.

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ESF 15: External Affairs

Emergency Support Function Guide

2020

Coordinator	Secondary
Marketing and Communications	Campus Safety

1. Overview

ESF 15: External Affairs is generally responsible for notification and updating of the University community following the initial incident, media management, and community relations.

2. Departments

2.1. Coordinating Department: Marketing and Communications

ESF 15 requires very specialized knowledge and skills which are possessed by Marketing and Communications.

2.2. Secondary Department: Campus Safety

Due to the very time sensitive nature of the duties that must be performed by ESF 15, Campus Safety maintains the secondary department position because of its constant presence on campus.

3. Leadership

As outlined in the Emergency Support Function Overview of the Emergency Management Framework, any given ESF will be led by an **ESF Manager** who will report directly to the EOC Manager. The following is a list of preferred ESF Managers, in descending order.

1. Senior Representative of Marketing and Communications

The senior leader of Marketing and Communications or his designee is the preferred ESF Manager.

2. Senior Representative of Campus Safety

The senior representative of Campus Safety that is NOT involved in managing ESF 5 or ESF 11 is the preferred ESF Manager if the senior leader of Marketing and Communications or his designee is unavailable.

3. Appointee of the or EOC Manager

If the ESF must be activated but none of the preferred ESF Managers is available, the EOC Manager may appoint the most capable individual to activate and manage the ESF until such

time that a preferred manager is available and/or it is appropriate to transfer ESF management authority.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

University community notifications and updates

ESF 15 will maintain responsibility for notifying and updating the University community on changes in the incident status and what, if anything, community members should do. This responsibility will generally come after a notification or series of notifications carried out by Campus Safety in the interest of life safety and security.

Media management

ESF 15 will coordinate with the media to keep media representatives away from incident scenes and updated to quell rumors and misinformation.

Community relations

ESF 15 will build a relationship with the University community and neighbors of the University campus to successfully communicate incident information and outcomes to all interested parties.

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UNIVERSITY OF DENVER

Emergency Policy Group

Emergency Support Function Guide

2020

1. Overview

The Emergency Policy Group maintains responsibility for far reaching policy decisions during emergency operations. Except in cases where an immediate threat to life safety exists, issues that require the input of senior administrators because of the potential financial, reputational, or operational impact on the University will be referred to the Emergency Policy Group. This group will hand down decisive conclusions in a timely manner to ensure the response to emergencies is swift and efficient.

2. Members

- Chancellor
 - Provost
 - Vice Chancellor for Business & Financial Affairs
 - University Counsel
 - Other members as assigned
-

3. Leadership

The Emergency Policy Group shall be managed by the most senior University official in attendance unless it is the conclusion of the group that another member is more technically equipped to lead the group.

4. Responsibilities

The following list of responsibilities is not inclusive. It is presented as a representation of the most common responsibilities with which the ESF will be entrusted by incident leadership.

Suspension of operations

The decision to suspend University operations for any period of time shall be made by the Emergency Policy Group unless delaying suspension of operations would pose an immediate threat to life safety.

Significant financial commitment

Decisions creating a financial commitment for the University that is significant in length of time or amount owed shall be made by the Emergency Policy Group. Significant shall be defined as an amount which surpasses the emergency spending authority of the Incident Commander, EOC Manager, or relevant ESF Manager.

University policy suspensions or changes

Any policy decisions related to the response to or recovery from an emergency incident shall be made by the Emergency Policy Group unless they are of tactical importance to ensure life safety.

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Incident Specific Guides



January 2020

University of Denver
Department of Campus Safety
Office of Emergency Preparedness & Fire Safety

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UNIVERSITY OF DENVER

Active Shooter

Incident Specific Guide

Emergency Management Plan

2020

1. Definition

An Active Shooter situation is one in which one or more persons are actively involved in discharging firearms with the intent to take life. Active Shooters are not interested in taking hostages and, in general, will not negotiate.

2. Mandatory Incident Level

LEVEL 3

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3. Initial Actions (<1 Hour)

Confirm an active shooter situation

Campus Safety will receive notification, likely by telephone, that a person or persons are discharging firearms on campus. Confirmation of the active shooter should be obtained through the use of CCTV, reports from other parties, visual or audible confirmation by an officer, or other method which reasonably confirms that an active shooter situation is taking place.

Responsibility

Campus Safety

Dispatch the Police Department

Notify the police department through standard protocol, ensuring that they are aware that an active shooter has been confirmed and that an immediate, armed response will be necessary.

Responsibility

Campus Safety

Notify the campus of the incident immediately

Through the Emergency Notification System, populate a message informing the campus community of the incident and steps which should be taken immediately to remain safe and secure.

Responsibility

Campus Safety

Establish Perimeter

Responding Campus Safety Patrol officers will immediately set up a distant perimeter prohibiting people from entering an unsafe area. If possible, DCS officers will assess

entrance/egress points for external law enforcement agencies. Fire lane access points will be maintained for paramedic personnel.

Responsibility

Campus Safety

Secure the area and lock down buildings within the vicinity of the shooter

Campus Safety Dispatch will conduct a lockdown of all buildings on C-Cure Card Access.

Responsibility

Campus Safety

Notify Campus Safety administrative personnel

Contact Campus Safety administrative personnel providing information on the status of the incident and the response actions being taken.

Responsibility

Campus Safety

Report to police department any known information pertinent to the incident or the facility

Examples of pertinent information include: where the shooter was last seen or heard, floor plans of the building (if available), location of entrances and exits, etc.

Responsibility

Incident Commander

Support the police department response as directed by police commanders

The police department's Incident Commander will maintain complete control over the incident until the threat is neutralized. Until then, the police department response will be supported by the University at the direction of the police Incident Commander.

Responsibility

Incident Commander

4. Response and Stabilization Actions (<12 Hours)

Activate an Emergency Operations Center

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager.

Responsibility

EOC Manager

Update the Campus (if appropriate)

Populate a notice to the campus community providing pertinent information regarding the incident and the response actions being taken.

Responsibility

ESF 15

Establish Reunification Center

Inform the University community where reunification centers are located. This should include a family and friends check in area, separate from where students will be staged. While the primary location for the Reunification Center will be the Hamilton Gymnasium, the situation will dictate, and the whereabouts may take place anywhere on campus.

Responsibility

ESF 13 and ESF 15

Develop a press release and manage incoming media requests and personnel

The press should be moved away from the incident scene and briefed by University and/or emergency personnel to dispel rumors and encourage media personnel to stay far back from the incident scene.

Responsibility

ESF 15

Account for individuals who are known to occupy the space

Students or staff known to occupy a given space should be accounted for to ensure they are no longer in the building. Efforts should be made to determine if any individuals were occupying the space at the time of the shooting.

Responsibility

ESF 5

5. Continuity Actions (>12 Hours)

Arrange for alternate work or living space for displaced occupants or departments

Through information gathered from occupants, amenities normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of space needed along with any special characteristics required. Upon completion of the assessment, determine what space, if any, is available in University owned or leased buildings. If no space is available or available space is unsuitable, begin the search for space not owned or leased by the University.

Responsibility

ESF 3

6. Ongoing Actions

Maintain situational awareness

Regular updates must be circulated amongst the personnel responding to the incident. The EOC will be responsible for compiling information gathered from the Incident Command Post and any active ESFs into a concise briefing. This should be done regularly throughout the incident.

Responsibility

ESF 5

Maintain safety and security of incident scene and surrounding area

No persons should be granted access to the area without authorization from the police department

Responsibility

ESF 13

Update the University community and the general public of the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Provide medical and psychological care and support to those individuals requiring it as a result of the incident

First aid or care for a chronic condition may be required by individuals affected by the incident. Psychological care could be needed by individuals affected by the incident. Care should be provided if it is available. If it is not available, arrangements should be made with local agencies to provide it.

Responsibility

ESF 8

7. Recovery Actions

Thoroughly clean and sanitize any areas affected by the shooting

Thoroughly cleaning all areas affected is required before the space can be cleared for occupancy. No cleaning should take place before the police department has released the areas back to the University.

Responsibility

ESF 3

Provide medical and psychological care and support to those individuals requiring it as a result of the incident

First aid or care for a chronic condition may be required by individuals affected by the incident. Psychological care could be needed by individuals affected by the incident. Care should be provided if it is available. If it is not available, arrangements should be made with local agencies to provide it.

Responsibility

ESF 8

Hold a memorial service

Coming together as a community to remember those people injured or killed during the incident is essential to the psychological and emotional progression of recovery.

Responsibility

ESF 6

UNIVERSITY OF DENVER

Bomb Threat – Suspicious Package

Incident Specific Guide

Emergency Management Plan

2020

1. Definition

A bomb threat or suspicious package incident is one in which the University or an individual on the University's campus has reason to believe that a bomb, chemical or biological agent, or other material hazardous to public safety is present on campus. The threat may be real or perceived and may be initiated by a telephone call or the presence of a suspicious package. Until it is deemed unfounded, the threat or suspicious package will be treated as real and hazardous.

2. Mandatory Incident Level

LEVEL 0

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3. Initial Actions (<1 Hour)

Investigate the threat or package

Upon notification of the situation, Campus Safety will investigate the threat, including interviewing the call taker or package recipient, performing a cursory search of the area for suspicious items, investigating the package (from a safe distance and without opening it), and determining if the threat is at all credible or the package is at all suspicious.

Responsibility

Campus Safety

Dispatch the Police Department and Fire Department

Notify the police and fire departments through standard protocol.

Responsibility

Campus Safety

Secure the area

The building should be closed to all people, and, if appropriate, a perimeter should be maintained around the building preventing people from getting near or gaining access to the building.

Responsibility

Campus Safety

Evacuate the building (if appropriate)

If it is safe to do so and the threat warrants it, evacuate the building by activating the fire alarm.

Responsibility

Incident Commander

Notify the Director of Campus Safety

Notify the Director of Campus Safety or his designee and ensure that all pertinent information has been passed on.

Responsibility

Incident Commander

Report to police department any known information pertinent to the incident or the facility

Examples of pertinent information include: details about the threat or package, location of any suspicious items, etc.

Responsibility

Incident Commander

Support the police and fire departments' response as directed by police and fire commanders

The police or fire department's Incident Commander will maintain complete control over the incident until the threat is neutralized. Until then, the police and fire department response will be supported by the University at the direction of the police or fire Incident Commander.

Responsibility

Incident Commander

4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager.

Responsibility

EOC Manager

Update the Campus (if appropriate)

Populate a notice to the campus community providing pertinent information regarding the incident and the response actions being taken.

Responsibility

ESF 15

Establish Reunification Center

Inform the University community where reunification centers are located. This should include a family and friends check in area, separate from where students will be staged. While the primary location for the Reunification Center will be the Hamilton Gymnasium, the situation will dictate, and the whereabouts may take place anywhere on campus.

Responsibility

ESF 13 and ESF 15

Develop a press release and manage incoming media requests and personnel

The press should be moved away from the incident scene and briefed by University and/or emergency personnel to dispel rumors and encourage media personnel to stay far back from the incident scene.

Responsibility

ESF 15

5. Continuity Actions (>12 Hours)

Arrange for alternate work or living space for displaced occupants or departments (if necessary)

Through information gathered from occupants, amenities normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of space needed along with any special characteristics required. Upon completion of the assessment, determine what space, if any, is available in University owned or leased buildings. If no space is available or available space is unsuitable, begin the search for space not owned or leased by the University.

Responsibility

ESF 3

6. Ongoing Actions

Maintain situational awareness

Regular updates must be circulated amongst the personnel responding to the incident. The EOC will be responsible for compiling information gathered from the Incident Command Post and any active ESFs into a concise briefing. This should be done regularly throughout the incident.

Responsibility

ESF 5

Maintain safety and security of incident scene and surrounding area

No persons should be granted access to the area without authorization from the police or fire department

Responsibility

ESF 13

Update the University community and the general public of the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Provide medical and psychological care and support to those individuals requiring it as a result of the incident

First aid or care for a chronic condition may be required by individuals affected by the incident. Psychological care could be needed by individuals affected by the incident. Care should be provided if it is available. If it is not available, arrangements should be made with local agencies to provide it.

Responsibility

ESF 8

7. Recovery Actions

Thoroughly clean and sanitize any areas affected

Thoroughly cleaning all areas affected is required before the space can be cleared for occupancy. No cleaning should take place before the police department has released the areas back to the University.

Responsibility

ESF 3

Provide medical and psychological care and support to those individuals requiring it as a result of the incident

First aid or care for a chronic condition may be required by individuals affected by the incident. Psychological care could be needed by individuals affected by the incident. Care should be provided if it is available. If it is not available, arrangements should be made with local agencies to provide it.

Responsibility

ESF 8

UNIVERSITY OF DENVER

Civil Unrest

Incident Specific Guide

Emergency Management Plan

2020

1. Definition

Any disturbance to normal campus operations stemming from a demonstration, protest, riot, or other gathering of a large group of individuals that is dangerous to the campus or stalls campus operations. Peaceable assembly does not constitute civil unrest.

2. Mandatory Incident Level

LEVEL 0

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3. Initial Actions (<1 Hour)

Investigate the gathering

If a gathering has formed or is expected to form, information regarding its purpose and intentions must be gathered. Whether the group is peaceful or boisterous, small or large, affiliated or unaffiliated, or expected to become violent are all facts that will inform the response to the incident. If the gathering is already violent, very little information is required to make further decisions.

Responsibility

Campus Safety

Video record the demonstration

In most cases, prior warning of the demonstration will be provided. In either case, ensure a member of Campus Safety is assigned beforehand (or during if no prior warning is given) to video record the gathering until it is fully dispersed.

Responsibility

Campus Safety

Assess the need for dispersing the crowd

If the gathering is peaceful and non-disruptive to the campus, it may not be prudent to disperse the crowd. If the gathering is loud, boisterous, expected to become dangerous or violent or already has become dangerous or violent to the campus, dispersal and/or arrests are required. Except in life threatening circumstances, there will be no physical confrontation of officers and participants without sufficient police or Campus Safety resources to avoid escalation of the risk of injury.

Responsibility

Incident Commander

Dispatch police, fire, and emergency medical services as needed

Police support will certainly be required in dispersing a crowd. Fire and EMS support may be required if injuries, fires, or dangerous materials are involved.

Responsibility

Campus Safety

If the unrest is violent or dangerous, notify the Director of Campus Safety

The Director of Campus Safety or his designee must be notified to initiate a University level response.

Responsibility

Incident Commander

Support police operations

Responsibility

Incident Commander

4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as appropriate and available)

Any ESF can be activated at any time by the EOC Manager.

Responsibility

EOC Manager

Develop a press release and manage incoming media requests and personnel

The press should be moved away from the incident scene and briefed by University and/or emergency personnel to dispel rumors and encourage media personnel to stay far back from the incident scene.

Responsibility

ESF 15

Establish Reunification Center

Inform the University community where reunification centers are located. This should include a family and friends check in area, separate from where students will be staged. While the primary location for the Reunification Center will be the Hamilton Gymnasium, the situation will dictate, and the whereabouts may take place anywhere on campus.

Responsibility

ESF 13 and ESF 15

Close the campus to unaffiliated persons

Making it clear that unaffiliated persons are trespassing will provide legal recourse for ordering persons off of the campus.

Responsibility

EOC Manager

5. Continuity Actions (>12 Hours)

None anticipated

6. Ongoing Actions

Maintain situational awareness

Regular updates must be circulated amongst the personnel responding to the incident. The EOC will be responsible for compiling information gathered from the Incident Command Post and any active ESFs into a concise briefing. This should be done regularly throughout the incident.

Responsibility

ESF 5

Maintain safety and security on campus

Securing buildings, removing unaffiliated persons, disbursing and gatherings, and other steps should be taken to ensure that those people on campus not involved in demonstrations are safe and secure.

Responsibility

ESF 13

7. Recovery Actions

None anticipated

UNIVERSITY OF DENVER

Cyber Attack

Incident Specific Guide

Emergency Management Plan

2020

1. Definition

A targeted attack on the University's information technology systems perpetrated by an individual or a group with the intent to unlawfully gain access to private information and/or purposefully cripple the University's information technology infrastructure. Cyber attacks differ from everyday virus or phishing activity in that they are targeted at the University and present an atypical threat which University Technology Services is not presented daily.

2. Mandatory Incident Level

LEVEL 0

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3. Initial Actions (<1 Hour)

Notify University Technology Services

University Technology Services should be the first department notified of a cyber attack. If any other department receives notification, it will immediately confirm that UTS has been notified and is aware of the attack.

Responsibility

First individual that suspects an attack

Confirm attack

Confirmation of an attack is required to adequately respond to the incident. Through standard operating procedures, UTS will investigate and confirm or deny an attack.

Responsibility

University Technology Services

Deter the attack

Through standard operating procedures, UTS will deter the attack to the best of its ability.

Responsibility

University Technology Services

Notify Campus Safety

Given the criminal nature of a cyber attack and the need for a University level response, UTS must contact Campus Safety with a report of a cyber attack and any pertinent details to initiate a University level response.

Responsibility

University Technology Services

Activate relevant technology security plans

Plans developed by UTS for use in this situation will be activated by UTS as needed to respond to the incident.

Responsibility

University Technology Services

Notify the Director of Campus Safety

Notification of the Director of Campus Safety or his designee is required to initiate a University level response.

Responsibility

Campus Safety

4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as appropriate and available)

Any ESF can be activated at any time by the.

Responsibility

EOC Manager

Evaluate physical security systems

Access control and other physical security systems may be affected by the attack. An evaluation of these systems is required to ensure that the campus is physically safe and secure. If the systems are found to be inoperable, security patrols or fixed guards may be required.

Responsibility

ESF 13

Evaluate life safety systems

The ability to monitor life safety systems, such as fire alarms, may be affected by the attack. An evaluation of these systems is required to ensure life safety on-campus. If the systems or monitoring of the systems are inoperable, fire watches or other steps may need to be taken.

Responsibility

ESF 13

Provide constant updates to EOC

Given the very sensitive and largely unfamiliar nature of a cyber attack, it is essential that the subject matter experts constantly update the CIRT and/or EOC of the incident status and the actions being taken to deter the attack. Of particular interest are successful steps which have been taken.

Responsibility

ESF 2

Notify or update the Campus (if appropriate)

Populate a notice to the campus community providing pertinent information regarding the incident and the response actions being taken.

Responsibility

ESF 15

5. Continuity Actions (>12 Hours)

Assess the usability of technology systems

Before a decision is made whether or not to continue operations, an assessment of the University's technology infrastructure is required. If the systems are operable and safe to use, then operations can continue unhindered. If, however, the systems are offline or inoperable, a decision regarding continuity will be required.

Responsibility

ESF 2

Decide whether or not to continue operations

Using information provided by ESF 2 regarding the length of the outage, a decision whether to take continuity steps or cancel operations until the technology infrastructure is restored must be made. Continuity operations may require too much time and effort if the outage is only expected to last between 24 and 48 hours.

Responsibility

Emergency Policy Group

Assess the need to continue critical operations without technology support or without network connections

Some critical University operations may be able to continue without access to a computer or a network/internet connection. If this is the case, a decisions regarding whether or not to continue those operations with little or no technology support will be required.

Responsibility

ESF 5 and Emergency Policy Group

Where possible, remove unaffected technology from network connections for use in continuing operations

This step will only be taken if a decision is made to use little or no technology to continue operations.

Responsibility

ESF 2

Notify faculty, staff, and students of any changes in work or class schedules, locations, or policies

University community members may be required to work or learn on a different schedule or in a different location than normal. They may also be expected to adhere to a very strict set of policies governing the use of technology as the incident is resolved. Any information pertaining to these changes must be communicated in a timely and accurate manner.

Responsibility

ESF 15

6. Ongoing Actions

Maintain situational awareness

Regular updates to all stakeholders will be required.

Responsibility

ESF 5

Maintain safety and security of the campus

Security and fire watch operations should continue for as long as necessary. Third-party assistance may be required.

Responsibility

ESF 13

Update the University community on the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Continue to deter the attack (if attack is ongoing)

Through standard operating procedures, UTS will deter the attack to the best of its ability.

Responsibility

ESF 2

7. Recovery Actions

Ensure that there is no further threat from the attack

Recovery cannot truly begin until the attack has ended. Until the University is sure that the attack has concluded and that it is safe to start the recovery process it will remain in a stabilization phase.

Responsibility

ESF 2

Repair, troubleshoot, or replace affected systems

To return to normal operations, systems which were relied upon, but affected by the attack must be restored or replaced.

Responsibility

ESF 2

Discern what information, if any, was compromised during the attack and follow up appropriately

It is essential that the University be aware of what and how much data was compromised. If sensitive information was compromised, the University must follow up with the parties affected by the attack. Information regarding what, if anything, individuals affected can do must be part of this process.

Responsibility

ESF 2

Take steps to mitigate future attacks

During recovery, information technology systems should be evaluated for mitigation points which can help prevent or lessen the impact of a future attack.

Responsibility

ESF 2

Explain what happened and what the University is doing to recover and mitigate future attacks to the University community

Transparency to the University community is essential during recovery operations to dispel rumors and restore trust.

Responsibility

ESF 15

UNIVERSITY OF DENVER

Fire

Incident Specific Guide

Emergency Management Plan

2020

1. Definition

Actual ignition and sustained burning of objects or structures in a University owned, leased, or operated facility. Critical Incident Fires are identifiable by one or more of the following criteria:

- Those which damage a significant amount of University property.
- Those which displace students or staff.
- Those which impact the quality of life of students or staff.
- Those which activate an automatic fire suppression system.
- Those which must be extinguished by a fire department through the use of high-flow water firefighting techniques.

2. Mandatory Incident Level

LEVEL 1

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3. Initial Actions (<1 Hour)

Respond to fire alarm and dispatch fire department

If on campus, the Denver Fire Department will be dispatched and Campus Safety officers will respond to the building. If off campus, the local fire department will be dispatched by Campus Safety or the contracted monitoring company.

Responsibility

Campus Safety

Secure the area and create a perimeter

Upon arrival at the building, Campus Safety officers will secure the structure and prevent unauthorized access to the space under alarm.

Responsibility

Incident Commander

Report to fire department any known information pertinent to the incident or the facility

Examples of pertinent information include: if people are trapped in the building, where the alarm originated from, whether or not a fire has been confirmed, the presence of hazardous materials or conditions, etc.

Responsibility

Incident Commander

Upon confirmation of an active fire, notify the Director of Campus Safety and the Manager of Emergency Preparedness & Fire Safety

An active fire requiring intervention by the fire department should be reported to the above individuals to initiate institutional response.

Responsibility

Incident Commander

Provide support to fire and police departments during initial firefighting operations

This includes personnel, available resources, and liaising with other departments as needed.

Responsibility

Incident Commander

Notify other University responders whose presence is required at the scene

These could include Facilities Management, Environmental Health & Safety, Housing and Residential Education, etc.

Responsibility

Incident Commander

4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager.

Responsibility

EOC Manager

Notify the Campus (if appropriate)

Populate a notice to the campus community providing pertinent information regarding the incident and the response actions being taken. The medium for this notification should, in most cases, be email.

Responsibility

ESF 15

Develop a press release and manage incoming media requests and personnel

The press should be moved away from the incident scene and briefed by University and/or emergency personnel to dispel rumors and encourage media personnel to stay far back from the incident scene.

Responsibility

ESF 15

Account for individuals who are known to occupy the space

Students or staff known to occupy a given space should be accounted for to ensure they are no longer in the building. Efforts should be made to determine if any individuals were occupying the space at the time of the fire.

Responsibility

ESF 5

Establish Reunification Center

Inform the University community where reunification centers are located. This should include a family and friends check in area, separate from where students will be staged. While the primary location for the Reunification Center will be the Hamilton Gymnasium, the situation will dictate, and the whereabouts may take place anywhere on campus.

Responsibility

ESF 13 and ESF 15

Arrange temporary shelter and/or sleeping quarters for displaced residents

Whether in dormitories or University owned apartments, residents displaced by a fire will need a space in which to gather and, if need be, sleep for the night. This may be handled within the University or through the assistance of philanthropic organizations such as the American Red Cross.

Responsibility

ESF 6

Arrange for clothing and technology support for displaced residents

Displaced residents may be left with little to no clothing as a result of the fire. Donations or purchases of clothing will be necessary within the first 12 hours to ensure that these residents are comfortable and warm. As many of the residents on campus are students actively involved in courses, technology will be essential for them to continue their studies. The use of computer labs or borrowed computers/laptops will ease the transition back into academics.

Responsibility

ESF 6 and ESF 2

Arrange for meals to be served to displaced residents and emergency responders

Those residents that are displaced by the fire will require food and drink within a number of hours following the fire. Emergency responders who may be involved in rigorous response operations for extended periods of time will require food and drink to sustain their efforts.

Responsibility

ESF 11

Notify relevant insurance carriers to initiate claims

Procedures for filing insurance claims are well established and maintained by Risk Management

Responsibility

ESF 5

5. Continuity Actions (>12 Hours)

Assess the stability and usability of the structure

Determining whether or not the structure will or can be cleared for occupancy will inform all actions that follow. If the structure will not be cleared for occupancy within 24 hours, continuity actions will be required.

Responsibility

ESF 3

Assess and procure the facilities needs of displaced occupants or departments

Through information gathered from occupants, amenities normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of space needed along with any special characteristics required. Upon completion of the assessment, determine what space, if any, is available in University owned or leased buildings. If no space is available or available space is unsuitable, begin the search for space not owned or leased by the University.

Responsibility

ESF 3

Assess and procure the technology needs of displaced occupants or departments

Through information gathered from occupants, technology normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of technology needed along with special characteristics required. Upon completion of assessment, determine what technology is available in University possession. If no technology is available or available technology is unsuitable, begin procuring technology solutions to carry out continuity operations. Technology could include computers, software, telephones, computer peripherals, etc.

Responsibility

ESF 2

6. Ongoing Actions

Maintain situational awareness

Regular updates must be circulated amongst the personnel responding to the incident. The EOC will be responsible for compiling information gathered from the Incident Command Post and any active ESFs into a concise briefing. This should be done regularly throughout the incident.

Responsibility

ESF 5

Maintain safety and security of incident scene and surrounding area

Only authorized responders should be granted access to the area; even authorized responders will be required to have any personal protective equipment that is required by the fire department or the Incident Commander.

Responsibility

ESF 13

Maintain financial accountability

Track equipment and resources that are being used for reimbursement or repair purposes. Track non-exempt personnel that are working outside of their scheduled shift for overtime pay purposes. Track any expenditures made in response to the incident for accounting purposes.

Responsibility

ESF 7

When able, perform a simple disaster assessment and continue filing insurance claims

This process is managed by Risk Management.

Responsibility

ESF 5

Arrange for food to be available for responding personnel until the incident has been resolved

Responsibility

ESF 11

Arrange for space in which responders can rest and/or sleep

If the incident presents a long term response in which University or external responders are required to be present for long periods of time, a rest or sleep space is essential.

Responsibility

ESF 6

Update the University community and the general public of the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Provide medical and psychological care and support to those individuals requiring it as a result of the incident

First aid or care for a chronic condition may be required by individuals affected by the incident. Psychological care could be needed by individuals affected by the incident. Care should be provided if it is available. If it is not available, arrangements should be made with local agencies to provide it.

Responsibility

ESF 8

7. Recovery Actions

Repair or replace the structure

Repairing the structure so it may be cleared for occupancy will be dependent on the extent of the damage. If the University deems it salvageable and wishes to repair it, steps should be taken to recover. If the structure is beyond repair, the University may choose to demolish the structure and consider rebuilding.

Responsibility

ESF 3

Relocate displaced occupants or departments to permanent or semi-permanent locations

Continuity facilities are generally not suitable for long term operations. While occupants or departments may live or work in these facilities for a few days to a few weeks, a long term solution must be considered if the original structure will not be cleared for occupancy within a month.

Responsibility

ESF 3

Repair or replace any affected technology

The University's reliance on technology demands that any components of our technology infrastructure, down to work stations, that has been damaged or destroyed be repaired or replaced in order to recover.

Responsibility

ESF 2

UNIVERSITY OF DENVER

Hazardous Materials Incident

Incident Specific Guide

Emergency Management Plan

2020

1. Definition

A hazardous materials (HazMat) incident is one in which HazMat has been accidentally or naturally released into the environment and threatens the safety and health of the public or the environment. Hazardous materials include chemical, biological, and radiological substances. Explosives are to be classified as bombs and responded to under the guidance of the Bomb Threat – Suspicious Package annex. Intentionally released HazMat will require a response utilizing steps outlined in this and the Bomb Threat – Suspicious Package annex.

2. Mandatory Incident Level

LEVEL 1

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3. Initial Actions (<1 Hour)

Respond to reports and confirm HazMat incident

Respond to any calls or reports regarding a possible HazMat incident with extreme caution. Maintain a safe distance from any unknown substances while gathering information. In the event that the substance is not easily and clearly identifiable, a HazMat incident is to be declared and further steps are to be taken.

Responsibility

Campus Safety

Secure the area and create a perimeter

Upon arrival at the building or area, Campus Safety officers will secure the area and prevent unauthorized access to the space.

Responsibility

Incident Commander

Evacuate the building or area (if not already evacuated)

Any persons occupying the area should be immediately evacuated to a quarantined area until they can be cleared by first responders and medical personnel as free from contamination.

Responsibility

Incident Commander

Dispatch the fire department

As soon as the HazMat incident is declared, the fire department must be dispatched.

Responsibility

Campus Safety

Notify the Director of Environmental Health & Safety

The Director of EHS must be notified for HazMat incidents occurring on campus.

Responsibility

Incident Commander

Notify the Director of Campus Safety

Through standard protocol, notify the Director of Campus Safety or his designee.

Responsibility

Incident Commander

Disable any HVAC systems in the area

If it is safe to do so, disabling HVAC systems will help prevent the spread of HazMat contamination.

Responsibility

Facilities Management

Report to fire department any known information pertinent to the incident or the facility

Examples of pertinent information include: if the HazMat is a known substance, where the HazMat is located, any available materials safety data sheets, etc.

Responsibility

Incident Commander

Provide support to fire and police departments during initial operations

This includes personnel, available resources, and liaising with other departments as needed.

Responsibility

Incident Commander

Notify other University responders whose presence is required at the scene

These could include Facilities Management, Environmental Health & Safety, Housing and Residential Education, etc.

Responsibility

Incident Commander

4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager.

Responsibility

EOC Manager

Notify the Campus (if appropriate)

Populate a notice to the campus community providing pertinent information regarding the incident and the response actions being taken. The medium for this notification should, in most cases, be email.

Responsibility

ESF 15

Develop a press release and manage incoming media requests and personnel

The press should be moved away from the incident scene and briefed by University and/or emergency personnel to dispel rumors and encourage media personnel to stay far back from the incident scene.

Responsibility

ESF 15

Arrange temporary shelter and/or sleeping quarters for displaced residents

Whether in dormitories or University owned apartments, residents displaced by a HazMat incident will need a space in which to gather and, if need be, sleep for the night. This may be handled within the University or through the assistance of philanthropic organizations such as the American Red Cross.

Responsibility

ESF 6

Notify relevant insurance carriers to initiate claims

Procedures for filing insurance claims are well established and maintained by Risk Management

Responsibility

ESF 5

5. Continuity Actions (>12 Hours)

Assess the usability of the structure

Determining whether or not the structure will or can be cleared for occupancy will inform all actions that follow. If the structure will not be cleared for occupancy within 24 hours, continuity actions will be required.

Responsibility

ESF 3

Assess and procure the facilities needs of displaced occupants or departments

Through information gathered from occupants, amenities normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of space needed along with any special characteristics required. Upon completion of the assessment, determine what space, if any, is available in University owned or leased buildings. If no space is available or available space is unsuitable, begin the search for space not owned or leased by the University.

Responsibility

ESF 3

6. Ongoing Actions

Maintain situational awareness

Regular updates must be circulated amongst the personnel responding to the incident. The EOC will be responsible for compiling information gathered from the Incident Command Post and any active ESFs into a concise briefing. This should be done regularly throughout the incident.

Responsibility

ESF 5

Maintain safety and security of incident scene and surrounding area

Only authorized responders should be granted access to the area; even authorized responders will be required to have any personal protective equipment that is required by the fire department or the Incident Commander.

Responsibility

ESF 13

Maintain financial accountability

Track equipment and resources that are being used for reimbursement or repair purposes. Track non-exempt personnel that are working outside of their scheduled shift for overtime pay purposes. Track any expenditures made in response to the incident for accounting purposes.

Responsibility

ESF 7

Update the University community and the general public of the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Provide medical and psychological care and support to those individuals requiring it as a result of the incident

First aid or care for a chronic condition may be required by individuals affected by the incident. Psychological care could be needed by individuals affected by the incident. Care should be provided if it is available. If it is not available, arrangements should be made with local agencies to provide it.

Responsibility

ESF 8

7. Recovery Actions

Thoroughly clean and sanitize any areas affected

Thoroughly cleaning all areas affected is required before the space can be cleared for occupancy. No cleaning should take place before the fire department has released the areas back to the University.

Responsibility

ESF 3

UNIVERSITY OF DENVER

Infectious Disease – Public Health Emergency

Incident Specific Guide

Emergency Management Plan

2020

1. Definition

An infectious agent that possesses a high level of virulence and/or a high probability of serious illness or death. Examples include influenza and meningitis. The diagnosis of a particularly infectious or deadly agent in a member of the University community should be cause for initiating a public health response.

2. Mandatory Incident Level

LEVEL 2

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3. Initial Actions (<1 Hour)

NOTE: Infectious disease and public health emergency incidents unfold over a period of days to weeks, not hours. All actions are listed in number of hours from the point in time that the Health and Counseling Center declares a public health emergency.

Notify Campus Safety of public health emergency

Campus Safety must be notified to initiate a University level response.

Responsibility

Health and Counseling Center

Notify the Director of Campus Safety

Notification of the Director of Campus Safety or his designee is required to initiate a University level response.

Responsibility

Campus Safety

Arrange a planning meeting to address the emergency

This meeting should include Health and Counseling, and any other relevant parties.

Responsibility

EOC Manager

Follow standard public health emergency management procedures

Health and Counseling will follow standard patient care and disease spread control procedures throughout the incident.

Responsibility

Health and Counseling Center

4. Response and Stabilization Actions (<12 Hours)

Hold a planning meeting

As soon as possible the Health and Counseling and any other relevant parties will meet to discuss the public health threat, the status the extent of infection on campus already, the expected extent of infection, the spread rate and mode of the agent, and the steps that need to be taken (other than those listed here) to manage and stabilize the threat.

Responsibility

EOC Manager

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager.

Responsibility

EOC Manager

Notify or update the Campus (if appropriate)

Populate a notice to the campus community providing pertinent information regarding the incident and the response actions being taken.

Responsibility

ESF 15

Provide a press release to be disseminated to the news media, public, and families of students

The emergency must be addressed quickly to avoid the spread of rumors or false information. A detailed explanation of the incident and steps being taken will help in keeping families of students from calling for more information.

Responsibility

ESF 15

Assess the need for screening and/or isolation

It must be decided if the University will perform screening of staff and/or students and if it will be voluntary or compulsory. It must also be decided if any quarantines or isolations will be put into effect.

Responsibility

ESF 8

Educate custodial staff on personal protection and proper decontamination procedures

Custodial staff will be on the front line of the fight against the infectious agent. It is important that they know not only how to protect themselves against infection, but also how to properly eradicate the infectious agent from campus facilities.

Responsibility

ESF 10

Begin process of thoroughly cleaning affected areas

Custodial staff should begin cleaning areas very thoroughly to avoid further spread of the agent.

Responsibility

ESF 3

Work with the City of Denver Department of Health (if appropriate)

The City of Denver may have resources or information pertinent to the incident. If it is appropriate to work with the Department of Health, then do so.

Responsibility

ESF 8

Follow standard public health emergency management procedures

Health and Counseling will follow standard patient care and disease spread control procedures throughout the incident.

Responsibility

ESF 8

5. Continuity Actions (>12 Hours)

Decide whether or not to continue operations

Using information provided by ESF 8 regarding the extent of infection and expected infection rate, a decision whether to take continuity steps or cancel operations until the threat is neutralized must be made.

Responsibility

Emergency Policy Group

Assess the need for work-at-home procedures

In the event that the campus is unsafe for employees to occupy, the decision whether to have employees work from home or discontinue operations must be made.

Responsibility

Emergency Policy Group

Encourage ill individuals to remain at home

If a person is ill, regardless of the agent, it is imperative that they DO NOT report to campus for any reason. Any person exhibiting signs and symptoms of any illness should remain at home until they are well again.

Responsibility

ESF 15

Prepare for devolution situation

In the event that the campus must be closed or operations are unable to continue because of loss of human productivity, devolution procedures must be prepared and in place for activation.

Responsibility

ESF 5

6. Ongoing Actions

Track the spread of illness

It is important to know how quickly the illness is spreading and how many people are infected at any given time.

Responsibility

ESF 8

Update the University community on the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Continually clean areas that can contribute to spread

Aside from normal cleaning operations, custodial staff should take steps to ensure that surfaces which contribute to disease spread are being cleaned thoroughly and to acceptable disinfectant standards.

Responsibility

ESF 3

Monitor food for foodborne illness

Whether the infectious agent is foodborne or not, it is important to ensure that food sources are not contaminated in any way. A contaminated food source can contribute to illness and, in some cases, death.

Responsibility

ESF 11

Continually assess the need for isolation

Regardless of the original decision regarding quarantine or isolation, it is important to regularly assess the need to isolate infected individuals.

Responsibility

ESF 8

Assist in enforcing isolation (if necessary)

If isolation is deemed the only way to prevent the spread of disease, it is essential that those people in isolation remain in isolation while those not in isolation remain outside of the isolated areas. Assistance may be required in securing areas to prevent cross contamination.

Responsibility

ESF 13

Remain prepared for mass casualty management

In cases of a particularly deadly infection, the need for mass fatality management may be unavoidable. It is essential that the deceased be treated with respect while being removed from the population and properly stored to prevent the spread of disease.

Responsibility

ESF 8

Follow standard public health emergency management procedures

Health and Counseling will follow standard patient care and disease spread control procedures throughout the incident.

Responsibility

ESF 8

7. Recovery Actions

Ensure that there is no further threat of illness

While it is always possible for people to get sick, it is important to remain in an emergency response capacity until there is no further threat of the infection spreading.

Responsibility

ESF 8

Thoroughly clean campus facilities

All areas of the campus which may harbor infectious agents must be cleaned and disinfected before being occupied again.

Responsibility

ESF 3

Communicate the end of the public health emergency

An explanation of what has happened, what was done to manage the incident, and the current status should be communicated along with a definitive statement regarding the transition from response to recovery.

Responsibility

ESF 15

Hold a memorial service for those that did not survive the illness (if necessary)

A memorial service, properly planned and protected against disease spread, is essential for the emotional well-being of the campus.

Responsibility

ESF 6

Provide ongoing medical and psychological care to the University community

Those that still require medical care should receive it. Those that have been psychologically affected by the incident will require guidance and support from counseling staff to recover.

Responsibility

ESF 8

UNIVERSITY OF DENVER

Infrastructure Outage

Incident Specific Guide

Emergency Management Plan

2020

1. Definition

Interruption in utility service. Utilities include, but are not limited to: electricity, water, gas, telephone, and internet. Any other utility or infrastructure required for functioning on a day to day basis is included in this definition.

2. Mandatory Incident Level

LEVEL 0

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3. Initial Actions (<1 Hour)

Confirm outage

Through reports to Campus Safety or verification by a Campus Safety officer, the outage will be confirmed before further steps are taken. In the case of a telephone or internet outage during business hours, Information Technology may receive initial notification. As with all emergencies under the CIMP, however, a University level response will not be initiated without notification of Campus Safety.

Responsibility

Campus Safety

Notify Facilities Management or Information Technology and/or gather information

Upon confirmation of the outage, notification of Facilities or UTS will take place. If Facilities or UTS have any information regarding the outage, Campus Safety will gather that information as part of the notification process.

Responsibility

Campus Safety

Contact relevant utility provider for outage information

Ensure that the utility is aware of the outage. Inquire about the cause, area, and expected length of the outage to inform University response operations.

Responsibility

Facilities Management **or** Information Technology

In cases of extended outage, notify the Director of Campus Safety

In the event that the utility expects an extended outage, or that an outage has been confirmed for multiple hours, contact the Director of Campus Safety or his designee to initiate a University level response.

Responsibility

Campus Safety

4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager. The Primary and Supporting ESFs listed here are indicative of those needed to manage a fire incident.

Responsibility

EOC Manager

Notify or update the Campus (if appropriate)

Populate a notice to the campus community providing pertinent information regarding the incident and the response actions being taken.

Responsibility

ESF 15

Ensure that any redundant systems are functioning

Redundant systems include generators, battery operated devices, secondary utility sources, mobile telephones, etc.

Responsibility

ESF 2 and/or ESF 3

Arrange for security and/or fire watch operations (as needed)

Particularly in electrical outages, security of occupied and unoccupied spaces may be compromised. Fire alarms may be non-functional because of an electrical outage. Security and fire watch services may need to be coordinated.

Responsibility

ESF 13

Arrange for bottled water to be provided to University community members (if drinking water is unavailable)

If fresh drinking water is unavailable for consumption by University community members, bottled water from current stocks or purchased as needed should be provided in reasonable amounts to prevent dehydration.

Responsibility

ESF 11

5. Continuity Actions (>12 Hours)

Decide whether or not to continue operations

Using information provided by the utility regarding the length of the outage, a decision whether to take continuity steps or cancel operations until the utility is restored must be made. Continuity operations may require too much time and effort if the outage is only expected to last between 24 and 48 hours.

Responsibility

Emergency Policy Group

Arrange temporary shelter and/or sleeping quarters for displaced residents

Whether in dormitories or University owned apartments, residents displaced by a fire will need a space in which to gather and, if need be, sleep for the night. This may be handled within the University or through the assistance of philanthropic organizations such as the American Red Cross.

Responsibility

ESF 6

Assess and procure the facilities needs of displaced occupants or departments

Through information gathered from occupants, amenities normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of space needed along with any special characteristics required. Upon completion of the assessment, determine what space, if any, is available in University owned or leased buildings. If no space is available or available space is unsuitable, begin the search for space not owned or leased by the University.

Responsibility

ESF 3

Assess and procure the technology needs of displaced occupants or departments

Through information gathered from occupants, technology normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and

amount of technology needed along with special characteristics required. Upon completion of assessment, determine what technology is available in University possession. If no technology is available or available technology is unsuitable, begin procuring technology solutions to carry out continuity operations. Technology could include computers, software, telephones, computer peripherals, etc.

Responsibility

ESF 2

Arrange for safe food storage, preparation, and serving for University community members

Food may spoil quickly and be difficult to prepare for consumption in a utility outage. Steps to store food safely to maximize its shelf life should be taken. Feeding of University community members, particularly students, will need to continue regardless of the decision to continue operations or not.

Responsibility

ESF 11

6. Ongoing Actions

Maintain situational awareness through utility interaction

Regular contact must be made with the relevant utility to discern the length and impact of the outage. Any pertinent information gathered must be circulated amongst the incident responders and the University community.

Responsibility

ESF 5

Maintain safety and security of the campus

Security and fire watch operations should continue for as long as necessary. Third-party assistance may be required.

Responsibility

ESF 13

Update the University community on the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Arrange temporary shelter and/or sleeping quarters for displaced residents

Whether in dormitories or University owned apartments, residents displaced by a fire will need a space in which to gather and, if need be, sleep for the night. This may be handled within the University or through the assistance of philanthropic organizations such as the American Red Cross.

Responsibility

ESF 6

Arrange for safe food storage, preparation, and serving for University community members

Food may spoil quickly and be difficult to prepare for consumption in a utility outage. Steps to store food safely to maximize its shelf life should be taken. Feeding of University community members, particularly students, will need to continue regardless of the decision to continue operations or not.

Responsibility

ESF 11

7. Recovery Actions

Restore the utility to the affected areas

This may be the responsibility of the relevant utility provider, but the University may need to assist in returning all facilities on-campus to pre-incident status.

Responsibility

ESF 2 and/or ESF 3

Work with utility to ensure that the outage was an isolated incident

The University must know if the utility provider has any reason to expect the outage to repeat itself in the near future before returning to normal operations.

Responsibility

ESF 2 and/or ESF 3

UNIVERSITY OF DENVER

Severe Weather – Natural Disaster

Incident Specific Guide

Emergency Management Plan

2020

Tornado – Flood – Earthquake

1. Tornado

1.1. Definition

A violently rotating column of air that is in contact with both the ground and a cloud formation. A funnel cloud may or may not be visible. In order to be classified as a tornado wind speeds on the ground must exceed 40 miles per hour. Though high winds are not always associated with a tornado, this section may be consulted for any emergency stemming from high wind damage.

1.2. Mandatory Incident Level

LEVEL 1

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

1.3. Initial Actions (<1 Hour)

Maintain situational awareness

Tornados develop quickly and move unpredictably. It is important for situational awareness to be maintained so the most up to date information can be shared with the campus.

Responsibility

Campus Safety

Update the campus as needed

Regular updates will be required during a tornado because of the unpredictable nature of the storm.

Responsibility

Campus Safety

If damage or injury occurs as a result of the tornado, notify the Director of Campus Safety

It is necessary to notify the Director of Campus Safety or his designee to initiate a University level response.

Responsibility

Campus Safety

Dispatch police, fire, and emergency medical services as needed

Support from public safety agencies will likely be required.

Responsibility

Campus Safety

1.4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager. The Primary and Supporting ESFs listed here are indicative of those needed to manage a fire incident.

Responsibility

EOC Manager

Update the Campus as needed

During and following the storm the campus will require information regarding what, if anything, they should do.

Responsibility

ESF 15

Develop a press release and manage incoming media requests and personnel

The press should be moved away from the incident scene and briefed by University and/or emergency personnel to dispel rumors and encourage media personnel to stay far back from the incident scene.

Responsibility

ESF 15

Determine if any individuals are still in danger

During and following the storm there may be people in danger as a result of the storm itself or damage caused by the storm. Steps must be taken to determine if any people are in danger and to ensure their safety.

Responsibility

ESF 5

Consult the “Infrastructure Outage” annex if loss of utilities has occurred

Responsibility

EOC Manager

Begin assessing damage

A preliminary damage assessment to determine the extent to which the University’s facilities have been damaged should be undertaken. Close attention should be paid to the usability of facilities following the storm.

Responsibility

ESF 3

Arrange temporary shelter and/or sleeping quarters for displaced residents

Whether in dormitories or University owned apartments, residents displaced by the storm will need a space in which to gather and, if need be, sleep for the night. This may be handled within the University or through the assistance of philanthropic organizations such as the American Red Cross.

Responsibility

ESF 6

Arrange for meals to be served to displaced residents and emergency responders

Those residents that are displaced by the storm will require food and drink within a number of hours following the fire. Emergency responders who may be involved in rigorous response operations for extended periods of time will require food and drink to sustain their efforts.

Responsibility

ESF 11

Support police, fire, and EMS operations

Responsibility

ESF 13

Notify relevant insurance carriers to initiate claims

Procedures for filing insurance claims are well established and maintained by Risk Management

Responsibility

ESF 5

Where possible, make repairs and clean spaces

A speedy recovery is essential to the well-being of the University. Where it is possible, make small repairs or clean spaces to make them usable.

Responsibility

ESF 3

1.5. Continuity Actions (>12 Hours)

Assess the stability and usability of structures

Determining whether or not structures will or can be cleared for occupancy will inform all actions that follow. If structures will not be cleared for occupancy within 24 hours, continuity actions will be required.

Responsibility

ESF 3

Assess and procure the facilities needs of displaced occupants or departments

Through information gathered from occupants, amenities normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of space needed along with any special characteristics required. Upon completion of the assessment, determine what space, if any, is available in University owned or leased buildings. If no space is available or available space is unsuitable, begin the search for space not owned or leased by the University.

Responsibility

ESF 3

Assess and procure the technology needs of displaced occupants or departments

Through information gathered from occupants, technology normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of technology needed along with special characteristics required. Upon completion of assessment, determine what technology is available in University possession. If no technology is available or available technology is unsuitable, begin procuring technology solutions to carry out continuity operations. Technology could include computers, software, telephones, computer peripherals, etc.

Responsibility

ESF 2

1.6. Ongoing Actions

Maintain situational awareness

Regular updates must be circulated amongst the personnel responding to the incident. The EOC will be responsible for compiling information gathered from the Incident Command Post and any active ESFs into a concise briefing. This should be done regularly throughout the incident.

Responsibility

ESF 5

Maintain safety and security of incident scene and surrounding area

Only authorized responders should be granted access to the area; even authorized responders will be required to have any personal protective equipment that is required by the fire department or the Incident Commander.

Responsibility

ESF 13

Maintain financial accountability

Track equipment and resources that are being used for reimbursement or repair purposes. Track non-exempt personnel that are working outside of their scheduled shift for overtime pay purposes. Track any expenditures made in response to the incident for accounting purposes.

Responsibility

ESF 7

Update the University community and the general public of the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Manage debris

Any debris created by the storm must be cleared and managed properly.

Responsibility

ESF 3

Make repairs as needed

Clean and repair spaces as needed and appropriate.

Responsibility

ESF 3

Continue filing insurance claims

Procedures for filing insurance claims are well established and maintained by Risk Management

Responsibility

ESF 5

1.7. Recovery Actions

Repair or replace affected structures

Repairing structures so they may be cleared for occupancy will be dependent on the extent of the damage. If the University deems it salvageable and wishes to repair it, steps should be taken to recover. If the structure is beyond repair, the University may choose to demolish the structure and consider rebuilding.

Responsibility

ESF 3

2.Flood

2.1. Definition

There are two major types of flooding: floods, which develop over time and flash floods, which develop very quickly. Standard, prolonged flooding is not common in this part of Colorado. Flash flooding, however, poses a threat to the campus. The south side of campus is in the flood plain of Harvard Gulch. If the University is in danger of experiencing any type of flooding, warnings will be issued by federal and local agencies.

2.2. Mandatory Incident Level

LEVEL 1

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

2.3. Initial Actions (<1 Hour)

Monitor the flood plain on the south side of campus

If conditions exist for flooding or flash flooding, the area of Harvard Gulch should be monitored for signs of flooding which could cause damage to University property.

Responsibility

Campus Safety

Notify facilities management

When a flood or flash flood warning is in effect, Facilities Management must be aware and prepared to take steps to deter flooding.

Responsibility

Campus Safety

Assess the need for preparedness actions

Using information provided by weather monitoring centers and visual monitoring of the flood plain, assess the need to begin sandbagging, moving equipment, or evacuating spaces.

Responsibility

Campus Safety and Facilities Management

Begin sandbagging threatened structures (as needed)

Using pre-made sand bags, begin sandbagging structures.

Responsibility

Facilities Management

Begin moving threatened equipment to higher ground (as needed)

Equipment or other items (files) which can be moved to an upper floor or a different building on campus should be moved as sand bags are being placed.

Responsibility

Facilities **and** Individual Departments

Dispatch police, fire, and emergency medical services as needed

Support from public safety agencies will likely be required.

Responsibility

Campus Safety

Secure any unsafe areas

Areas which are or will be overtaken by flood waters should be closed to the public because of safety hazards.

Responsibility

Campus Safety

If flooding of structures occurs or is imminent, notify the Director of Campus Safety

If water breaches a building's exterior, University property is being damaged, injuries are occurring or are likely to occur, or the incident is expanding quickly with the potential to have a large impact, a University level response must be initiated. Notifying the Director of Campus Safety or his designee is the only way to initiate a University level response.

Responsibility

Campus Safety

2.4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager. The Primary and Supporting ESFs listed here are indicative of those needed to manage a fire incident.

Responsibility

EOC Manager

Update the Campus as needed

During and following the storm the campus will require information regarding what, if anything, they should do.

Responsibility

ESF 15

Consult the “Infrastructure Outage” annex if loss of utilities has occurred

Responsibility

EOC Manager

Develop a press release and manage incoming media requests and personnel

The press should be moved away from the incident scene and briefed by University and/or emergency personnel to dispel rumors and encourage media personnel to stay far back from the incident scene.

Responsibility

ESF 15

Begin assessing damage

A preliminary damage assessment to determine the extent to which the University’s facilities have been damaged should be undertaken. Close attention should be paid to the usability of facilities following the storm.

Responsibility

ESF 3

Arrange temporary shelter and/or sleeping quarters for displaced residents

Whether in dormitories or University owned apartments, residents displaced by the storm will need a space in which to gather and, if need be, sleep for the night. This may be handled within the University or through the assistance of philanthropic organizations such as the American Red Cross.

Responsibility

ESF 6

Arrange for meals to be served to displaced residents and emergency responders

Those residents that are displaced by the storm will require food and drink within a number of hours following the fire. Emergency responders who may be involved in rigorous response operations for extended periods of time will require food and drink to sustain their efforts.

Responsibility

ESF 11

Support police, fire, and EMS operations

Responsibility

ESF 13

Notify relevant insurance carriers to initiate claims

Procedures for filing insurance claims are well established and maintained by Risk Management

Responsibility

ESF 5

Where possible, make repairs and clean spaces

A speedy recovery is essential to the well-being of the University. Where it is possible, make small repairs or clean spaces to make them usable.

Responsibility

ESF 3

2.5. Continuity Actions (>12 Hours)

Assess and procure the facilities needs of displaced occupants or departments

Through information gathered from occupants, amenities normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of space needed along with any special characteristics required. Upon completion of the assessment, determine what space, if any, is available in University owned or leased buildings. If no space is available or available space is unsuitable, begin the search for space not owned or leased by the University.

Responsibility

ESF 3

Assess and procure the technology needs of displaced occupants or departments

Through information gathered from occupants, technology normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of technology needed along with special characteristics required. Upon completion of assessment, determine what technology is available in University possession. If no technology is available or available technology is unsuitable, begin procuring technology solutions to carry out continuity operations. Technology could include computers, software, telephones, computer peripherals, etc.

Responsibility

ESF 2

2.6. Ongoing Actions

Maintain situational awareness

Regular updates must be circulated amongst the personnel responding to the incident. The EOC will be responsible for compiling information gathered from the Incident Command Post and any active ESFs into a concise briefing. This should be done regularly throughout the incident.

Responsibility

ESF 5

Maintain safety and security of incident scene and surrounding area

Only authorized responders should be granted access to the area; even authorized responders will be required to have any personal protective equipment that is required by the fire department or the Incident Commander.

Responsibility

ESF 13

Maintain financial accountability

Track equipment and resources that are being used for reimbursement or repair purposes. Track non-exempt personnel that are working outside of their scheduled shift for overtime pay purposes. Track any expenditures made in response to the incident for accounting purposes.

Responsibility

ESF 7

Update the University community and the general public of the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Manage debris

Any debris created by the storm must be cleared and managed properly.

Responsibility

ESF 3

Make repairs as needed

Clean and repair spaces as needed and appropriate.

Responsibility

ESF 3

Continue filing insurance claims

Procedures for filing insurance claims are well established and maintained by Risk Management

Responsibility

ESF 5

2.7. Recovery Actions

Repair or replace affected structures

Repairing structures so they may be cleared for occupancy will be dependent on the extent of the damage. If the University deems it salvageable and wishes to repair it, steps should be taken to recover. If the structure is beyond repair, the University may choose to demolish the structure and consider rebuilding.

Responsibility

ESF 3

3. Earthquake

3.1. Definition

An unexpected shaking of the ground caused by geologic shifting. The severity of earthquakes varies greatly from a barely noticeable tremor to a damaging vibration capable of toppling buildings. Response to an earthquake will be based on the severity of the event and the damage or injuries stemming from it.

3.2. Mandatory Incident Level

LEVEL 1

The EOC Manager may upgrade the incident level at any time based on an updated incident assessment.

3.3. Initial Actions (<1 Hour)

Notify Facilities Management

Upon feeling or being notified of an earthquake, Facilities Management must be notified to begin assessing the effect on buildings.

Responsibility

Campus Safety

Evacuate buildings in danger of structural failure

Buildings that are showing signs of damage from the earthquake should be immediately evacuated. Broken windows, cracked walls, leaning structures, falling debris, and any other sign of damage warrants evacuation. If in doubt, evacuate.

Responsibility

Campus Safety and Facilities Management

Notify the Director of Campus Safety

An earthquake which has caused damage will require a University level response. Notifying the Director of Campus Safety or his designee is the only way to initiate this response.

Responsibility

Campus Safety

Dispatch police, fire, and emergency medical services as needed

Support from public safety agencies will likely be required.

Responsibility

Campus Safety

Secure unsafe areas

Areas in which debris has fallen or is likely to fall or that are supported by unstable structures should be secured to prevent unauthorized access.

Responsibility

Campus Safety

Begin inspecting buildings for structural damage

The integrity of campus buildings must be established to expedite the repair and replacement process.

Responsibility

Facilities Management

Consult the “Infrastructure Outage” annex if loss of utilities has occurred

Responsibility

Incident Commander

Notify or update the campus

The campus community will require information regarding the incident and what, if anything, individuals should do. Detailed information regarding what is required of individuals should be included.

Responsibility

Incident Commander

3.4. Response and Stabilization Actions (<12 Hours)

Evaluate the incident and reestablish the incident level (if necessary)

The incident level can be elevated or lessened as the incident progresses.

Responsibility

EOC Manager

Activate an Emergency Operations Center (if necessary)

A standing EOC may be utilized or an ad hoc EOC may be setup based on the needs of the incident.

Responsibility

EOC Manager

Activate ESFs (as available)

Any ESF can be activated at any time by the EOC Manager. The Primary and Supporting ESFs listed here are indicative of those needed to manage a fire incident.

Responsibility

EOC Manager

Update the Campus as needed

During and following the earthquake the campus will require information regarding what, if anything, they should do.

Responsibility

ESF 15

Determine if any individuals are still in danger

During and following the storm there may be people in danger as a result of the storm itself or damage caused by the storm. Steps must be taken to determine if any people are in danger and to ensure their safety.

Responsibility

ESF 5

Begin assessing damage

A preliminary damage assessment to determine the extent to which the University's facilities have been damaged should be undertaken. Close attention should be paid to the usability of facilities following the storm.

Responsibility

ESF 3

Arrange temporary shelter and/or sleeping quarters for displaced residents

Whether in dormitories or University owned apartments, residents displaced by the storm will need a space in which to gather and, if need be, sleep for the night. This may be handled within the University or through the assistance of philanthropic organizations such as the American Red Cross.

Responsibility

ESF 6

Arrange for meals to be served to displaced residents and emergency responders

Those residents that are displaced by the storm will require food and drink within a number of hours following the fire. Emergency responders who may be involved in rigorous response operations for extended periods of time will require food and drink to sustain their efforts.

Responsibility

ESF 11

Support police, fire, and EMS operations

Responsibility

ESF 13

Notify relevant insurance carriers to initiate claims

Procedures for filing insurance claims are well established and maintained by Risk Management

Responsibility

ESF 5

3.5. Continuity Actions (>12 Hours)

Assess the stability and usability of structures

Determining whether or not structures will or can be cleared for occupancy will inform all actions that follow. If structures will not be cleared for occupancy within 24 hours, continuity actions will be required.

Responsibility

ESF 3

Assess and procure the facilities needs of displaced occupants or departments

Through information gathered from occupants, amenities normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of space needed along with any special characteristics required. Upon completion of the assessment, determine what space, if any, is available in University owned or leased buildings. If no space is available or available space is unsuitable, begin the search for space not owned or leased by the University.

Responsibility

ESF 3

Assess and procure the technology needs of displaced occupants or departments

Through information gathered from occupants, technology normally available in the facility, and departmental requirements as outlined in Continuity of Operations Plans, assess the type and amount of technology needed along with special characteristics required. Upon completion of assessment, determine what technology is available in University possession. If no technology is available or available technology is unsuitable, begin procuring technology solutions to carry out continuity operations. Technology could include computers, software, telephones, computer peripherals, etc.

Responsibility

ESF 2

Prepare for devolution situation

In the event that the campus must be closed or operations are unable to continue because of loss space and infrastructure, devolution procedures must be prepared and in place for activation.

Responsibility

ESF 5

3.6. Ongoing Actions

Maintain situational awareness

Regular updates must be circulated amongst the personnel responding to the incident. The EOC will be responsible for compiling information gathered from the Incident Command Post and any active ESFs into a concise briefing. This should be done regularly throughout the incident.

Responsibility

ESF 5

Maintain safety and security of incident scene and surrounding area

Only authorized responders should be granted access to the area; even authorized responders will be required to have any personal protective equipment that is required by the fire department or the Incident Commander.

Responsibility

ESF 13

Maintain financial accountability

Track equipment and resources that are being used for reimbursement or repair purposes. Track non-exempt personnel that are working outside of their scheduled shift for overtime pay purposes. Track any expenditures made in response to the incident for accounting purposes.

Responsibility

ESF 7

Update the University community and the general public of the incident status and response actions regularly

Through email, the DU website, and the news media, information regarding the incident and response actions being taken should be shared regularly. In addition, information regarding what, if anything, employees or students should do must be communicated.

Responsibility

ESF 15

Manage debris

Any debris created by the earthquake must be cleared and managed properly.

Responsibility

ESF 3

Make repairs as needed

Clean and repair spaces as needed and appropriate.

Responsibility

ESF 3

Continue filing insurance claims

Procedures for filing insurance claims are well established and maintained by Risk Management

Responsibility

ESF 5

3.7. Recovery Actions

Repair or replace affected structures

Repairing structures so they may be cleared for occupancy will be dependent on the extent of the damage. If the University deems it salvageable and wishes to repair it, steps should be taken to recover. If the structure is beyond repair, the University may choose to demolish the structure and consider rebuilding.

Responsibility

ESF 3