The Critical Incident Management Plan (CIMP) details the processes and functions for the University to prevent, plan for, and respond to events that become critical incidents. Critical incidents are defined as events that may impact the life safety, financial condition, property and reputation of the University. The plan was developed by the Core Life Safety Committee of the University, which includes leadership from Risk Management, Campus Safety, Facilities Management, University Technology, Business and Financial Affairs (BFA)¹, Campus Life, Environmental Health and Safety, and University Communications. A Critical Incident Response Team, comprised of a subgroup of the committee, is responsible for implementing the plan and managing incidents on behalf of the University community.

The plan contains two related but distinct processes: (1) incident prevention and planning and (2) incident response. In the planning process, the Core Life Safety members work closely with University departments to identify potential hazards and maintain safety standards. The creation of appropriate warning systems, such as the emergency notification system, alarm and speaker systems, are coordinated by Risk Management and Campus Safety. Risk Management and BFA will work closely with departments to see that work-around procedures are prepared in the event of a disruption. These documented procedures are known as Business Continuity Plans.

Incident response demands a specific protocol for the initial emergency call, first responders and University management. This protocol was developed in conjunction with Denver Police, Denver Fire and Denver Paramedic leadership. The plan describes the preferred initial response for 15 different types of incidents, including active shooter, fire, bomb threat, infectious disease, violence or injury. Most importantly, both Denver 911 Emergency Communications Center and Campus Safety must be notified immediately when a critical event occurs. Denver Police require one individual from the University, usually the director of Campus Safety, to be the primary contact at the scene for city authorities. Management at the scene is termed Unified Command. Oftentimes, the Critical Incident Response Team will be mobilized to manage the incident on behalf of the University. Appropriate leadership from affected departments will be included in the response team as necessary. If the incident is anticipated to cause a major disruption of University activities, an Emergency Operations Center will be activated.² Public comments about the incident will be coordinated through University Communications.

Incident response also includes taking the necessary steps for resumption of normal activities and restoration of infrastructure. The Critical Incident Response Team will coordinate resumption activities when they are required, with Risk Management and Facilities Management managing insurance claims and infrastructure repair, respectively.

It is important to note that incidents occur in varying degrees, and seldom is there a boilerplate response to an incident. With a unified response from city authorities and the University, the strategies outlined in the plan will be adapted to facilitate the appropriate and timely response to any type of event. The University community will be best served by a well-managed program that emphasizes prevention, risk assessment and pre-incident planning, and that maintains the appropriate authority to make prompt and appropriate decisions in times of crisis that will minimize not only the potential for loss of life, property and financial assets, but of reputation and integrity.

¹ The creation of this plan mirrors best practices at the University of Iowa, Seton Hall University and Southern Methodist University.
² Protocols for the coordination and management of both the Critical Incident Response Team and Emergency Operations Center are supplements to the management plan.
From the authority granted by the Critical Incident Management Policy, the University of Denver Critical Incident Management Plan (CIMP) is defined as “a documented institutional plan designed to maintain life safety and essential business services during times of disruptions due to incidents or events including, but not limited to: workplace violence, severe weather, utility interruptions, telecommunications failures or other unforeseen events.” CIMP is part of an overall Enterprise Risk Management effort at the University of Denver designed to identify and respond to potential hazards or threats that may have an impact on life safety, financial, property and reputation risks to the University. This plan is broken down into two interactive, yet distinct processes: 1) risk assessment and planning and 2) incident response. It is the responsibility of designated faculty and staff to ensure that their departments respond to the policy and plan under the University’s Code of Business Conduct. Responsibilities include preparing a departmental plan, maintaining and updating the plan on an annual basis, and responding to the plan in the event of an incident. The entire plan including policy and response strategies can be found on the Risk Management Web site at www.du.edu/risk with additional links to Business and Financial Affairs and Campus Safety.

There are five stages to a Critical Incident Management Plan: 1) pre-incident planning, 2) incident response, 3) resumption/recovery, 4) restoration and 5) evaluation and review of the incident in order to provide improved processes for future recoveries. Pre-incident planning includes preparation of a Business Continuity Plan by individual departments.

The “Response” section of this document outlines initial actions and communications that occur following an incident, including leadership and authority from the Unified Command and Critical Incident Response Team. Resumption and recovery activities consist of implementing Business Continuity Plans and workaround procedures to resume basic operations. Restoration activities are those activities that enable the institution to return to its original state prior to the incident, including rebuilding damaged property. Activities may include prolonged workaround procedures until the restoration is complete. Evaluation of incidents is important in identifying procedures that may need to be changed or altered based on prior events.

The strategies outlined in the “Incident Strategies” section of this document are for reference only; they are not intended to dictate response protocol due to the many unknowns associated with incidents.

Risk Assessment
This section outlines how the Core Life Safety Committee assists departments in identifying critical processes or functions and preparing plans for preventing or mitigating potential loss or disruption due to critical incidents or threats. It also identifies how departments may prepare for alternative work processes in the event of extended outages or relocation, through the preparation or revision of individual department Business Continuity Plans. These plans serve as guidelines for dealing with potential threats to departmental processes while addressing the life safety concerns involved in emergency responses. See additional information in the “Planning” and “Sample Plan” sections of this document. The Director of Risk Management is responsible for the Risk Assessment portion of these plans including coordination, updates and testing with the Core Life Safety Committee and department facilitators.

Prevention
Prevention initiatives are a vital part of Risk Assessment and play a key role in eliminating or mitigating potential hazards before an incident occurs. Several departments conduct prevention initiatives including Campus Safety, Facilities Management, Risk Management, University Counsel, Human Resources, Internal Audit and Campus Life. Regular documented activities are reported to the vice chancellor of Business and Financial Affairs on a quarterly or annual basis.
Additionally, the Core Life Safety Committee works closely with outside vendors to manage their contractual responsibilities and activities for University events.

**Incident Response**

When a critical incident occurs or threatens to occur, the director of Campus Safety or a designee activates the Critical Incident Response Team (CIRT). The team includes incident-specific organizational representation that can best determine the scope of the incident as well as the proper response with institutional authority as outlined in the policy. Certain factors and/or criteria affect the qualification process and must be considered prior to making the CIRT mobilization judgment. These include but are not limited to: a) responsibility for institutional operations such as safety, security, liability and infrastructure and b) departmental specific responsibilities related to the incident at hand. CIRT maintains its own set of procedures to assess and direct appropriate institutional responses in addition to maintaining protocol for activating the Emergency Operations Center (EOC) plan.

A critical incident is any event that occurs or may occur within the University of Denver community that:

- affects the life safety of employees, students and visitors
- results in disruption of some or all business operations
- may be considered a crime
- may have an impact on the overall reputation of the University

### Types of Critical Incidents

<table>
<thead>
<tr>
<th>Event</th>
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<tbody>
<tr>
<td>active shooter</td>
</tr>
<tr>
<td>alcohol poisoning</td>
</tr>
<tr>
<td>biological, chemical or hazardous materials exposure</td>
</tr>
<tr>
<td>bomb threat</td>
</tr>
<tr>
<td>civil unrest</td>
</tr>
<tr>
<td>computer virus</td>
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<tr>
<td>critical injury or death of a University community student, faculty, staff or other member</td>
</tr>
<tr>
<td>fire</td>
</tr>
<tr>
<td>flood</td>
</tr>
<tr>
<td>infectious disease</td>
</tr>
<tr>
<td>infrastructure outage (power, network, telecommunications, heat, water, interruption of deliveries, etc.)</td>
</tr>
<tr>
<td>international incident involving University member</td>
</tr>
<tr>
<td>person of concern</td>
</tr>
<tr>
<td>severe weather</td>
</tr>
<tr>
<td>terrorism</td>
</tr>
<tr>
<td>workplace violence including stalking, domestic violence, sexual harassment, sexual assault, aggravated assault, hostage situation or other threat</td>
</tr>
</tbody>
</table>

This document details the Critical Incident Management Program in accordance with the policy approved by the University of Denver Board of Trustees. It is designed to address risk assessment and pre-incident planning, and provide authority for the appropriate, reasonable and swift response to the scenarios outlined above or other unforeseen risks that threaten life safety or business disruptions. Risk assessment and prevention requires careful consideration of risks, and preparation and training for responding to potential incidents. In reality, business disruptions occur in varying degrees. Effective responses to critical incidents require proper authority and organizational guidelines to respond to various types of incidents, including accurate reports on the nature of the incident, thorough determination of potential life safety and business disruptions and timely mitigation.
Administrative Call List:
A current list of senior staff, divisional deans, directors and department chairs maintained by Risk Management.

Alternative Workaround Procedures:
Documented alternative procedures that enable a critical process to continue in the event that normal operations are disrupted. An alternative workaround procedure may include the use of manual or paper transactions until normal computer operations are available, or cite an alternative location from which to operate, such as another institution’s facilities or a temporary structure.

Business Continuity Plan (BCP):
A documented institutional or departmental plan that follows emergency response and mitigation and is part of resumption/recovery and restoration within the Critical Incident Management Plan. The Business Continuity Plan outlines alternative procedures for the continuation of business operations.

Core Life Safety Committee:

Crisis Communication Plan:
A plan that outlines the various types of response mechanisms in place to notify community members of a critical incident. These include but are not limited to: Critical Incident Notification System (CINS), phone, Web blast, e-mail, fire alarms, radios where applicable, bull horns and other mechanisms for communications.

Critical Incident:
Any incident that may threaten or potentially harm a human life, have an impact on the University community in terms of critical business operations or threaten the reputation or operations of the University, its core goals and mission.

Critical Incident Management Policy:
The policy that outlines the scope and authority in developing, implementing and updating the Critical Incident Management Plan as approved by the Board of Trustees.

Critical Incident Notification System (CINS):
Critical Incident Notification System or CINS is the emergency notification system that can notify people via voice, text message and e-mail once activated by authorized personnel. This system is an “opt-in” system for voice and text messages, and automatic for identified campus members with DU e-mail accounts.

Critical Incident Management Plan (CIMP):
Outlined in a public “plan” and granted authority by University policy, the Critical Incident Management Plan is the institutional plan that integrates risk assessment, response preparation, incident response, business continuity planning and designated authority regarding management of an incident on behalf of the University of Denver. The plan encompasses the entire University, its faculty, staff and students. The University departments with institutional scope and professional training in appropriate areas hold responsibility for familiarity with the program.

Critical Incident Response Team (CIRT):
Consists of individuals directly involved in the response to a critical incident with authority to manage the incident on behalf of the institution. These individuals include representatives from University Counsel, Campus Safety, Risk Management, Facilities Management, University Technology Services, Counseling and Behavioral Health, News and Public Affairs and other departmental representatives directly involved in the incident. The director of Campus Safety or a designee calls upon CIRT to determine appropriate management and response following an initial assessment of an incident.

Critical Processes:
Those life safety, academic or business processes that are integral to the management of the University’s most basic functions in order to carry out the University’s strategic mission.
Emergency Coordinators:
The associate director of Campus Safety identifies and trains emergency coordinators for each department on a regular basis. Emergency coordinators’ responsibilities include facilitating training within their buildings or departments to familiarize employees with response procedures in the event of an emergency in accordance with the EAP.

Emergency Operations Center (EOC):
As identified in a confidential “plan,” the EOC is the location established as the nerve center to respond to a catastrophic event that results in multiple disruptions on campus. The EOC is the centralized point of control and coordination for University life safety, infrastructure and business management. The EOC consists of, but is not limited to, CIRT and senior-level administrators. The EOC is established when a crisis requires prolonged, ongoing management of the Unified Command at a designated location with appropriate supplies to manage the incident. The Core Life Safety Committee maintains the EOC.

Emergency Action Plan (EAP):
A departmental plan prepared by a department emergency coordination representative for Campus Safety detailing the initial emergency response to an incident. This response is the initial response and precedes the activation of a Business Continuity Plan. It may be the only response depending upon the severity of an incident. Department heads are responsible for their departments’ Emergency Action Plans as well as for updating the plans. The associate director of Campus Safety coordinates annual training for Emergency Action Plans.

Enterprise Risk Management (ERM):
An institutional or “enterprise-wide” effort to identify potential hazards or compliance issues and mitigate losses that could affect life safety, financial assets, property loss, regulatory compliance and the overall reputation of the institution.

First Responder: An individual who is trained in medical or first aid assistance or use of fire extinguishers per Occupational Safety and Health Administration (OSHA) guidelines and who can assist with mitigating injuries or small controllable fires until the fire department arrives.

Incident Team Leader or Decision-Maker:
The director of Campus Safety or a designee assigns a leader with the specific expertise to manage incidents and make the initial assessment and intervention in the initial emergency response and be the primary contact for local authorities. Initially, local authorities may assume leadership in an emergency situation (see “Unified Command”), however each incident has a primary University contact and leader from CIRT to manage the incident internally.

Lockdown:
A signal to secure the area or “lockdown” all doors and windows to prevent ANYONE from entering or leaving the area. During a lockdown all persons in an area are to remain there until an all-clear signal is given, which will include further instructions.

Local and or Regulatory Authorities:
Denver City and County authorities such as the Denver Police Department (DPD), the Denver Fire Department (DFD), Denver Hazmat (within the Fire Department), the Colorado Department of Public Health & Environment (CDPHE), the Denver Water Authority, the Occupational Safety and Health Administration (OSHA) and the Environmental Protection Agency (EPA).

Media Operations Center:
If a critical incident requires media response and announcements, representatives from News and Public Affairs designate a location and time for the announcement in order to provide accurate and timely reporting to the community. This location is separate from the EOC.

Risk Assessment:
A risk assessment is an assessment or review of potential hazards or risks that may have an impact on the University. This may be accomplished through a physical assessment in a building, a questionnaire or analysis of historical data to assess life safety, property, financial or potential reputational risk.

Shelter in Place:
A signal that there is a hazard in the area and it is safest for all to stay where they are and to take preventive actions (i.e., move away from windows, close ventilation systems, lock or block doors, etc.) until an all-clear signal is given or professional rescuers arrive to evacuate people from the area.

Unified Command:
A Unified Command is implemented when local authorities are called to an incident. Initially, local authorities maintain responsibility for managing an incident. These incidents may include, but are not limited to, fire, death, terrorism threats and bomb threats.
**Pre-incident Planning**

Pre-incident planning involves the steps outlined in the following section. These include written documentation on strategies for emergency response and addressing departmental workaround procedure for continuing critical processes through a prolonged outage.

**Responsibility**

The Core Life Safety Committee is responsible for conducting risk assessment and business continuity planning. The director of Risk Management is responsible for coordinating efforts for business continuity planning. Identified departments throughout the University are responsible for developing and maintaining business continuity plans within the Core Life Safety Committee’s guidelines and timelines.

**Risk Assessment**

Risk assessments are a key element of pre-incident planning. By employing a variety of tools, one can assess several types of risk within a department and prevent losses from occurring. Business continuity software and risk-assessment tools include, but are not limited to questionnaires; site inspections; interviews; process reviews; policy and procedure reviews; review of documentation regarding due diligence for regulatory compliance; review of historical loss in a particular area for the institution; and review of historical loss on a regional or national level. Once the assessment is complete, whether on a departmental, divisional or institutional level, efforts can be made to address potential weaknesses. Risk assessment can also result in enhancing a department’s “best practices.”

**Prevention**

Prevention initiatives are a vital part of the risk assessment function and play a key role in eliminating or mitigating potential hazards before an incident occurs. Several departments conduct prevention initiatives including: Campus Safety, Facilities Management, Risk Management, University Counsel, Human Resources, Internal Audit and Student Life. Regular documented activities are reported to the vice chancellor of Business and Financial Affairs on a quarterly or annual basis. These include, but are not limited to:  

- **Campus Safety**
  - weekly emergency blue-light phone checks  
  - close circuit television (CCTV) monitoring  
  - crime prevention outreach programs  
  - crime statistical data collection to identify high crime areas  
  - daily monitoring of life-safety equipment (i.e., fire alarms); service, inspect and repair fire alarm systems daily and annually  
  - card access readers to provide 24-hour security in residence halls  
  - 24-hour emergency response (injuries, fire alarms, criminal complaints, etc.)  
  - 24/7 uniform patrol of University of Denver campus proper  
  - DU Shuttle service during late evening and early morning hours
- bicycle registration program
- CORE Life-Safety 14-point inspection of Greek houses with Facilities and Risk Management
- annual emergency evacuation training for all emergency coordinators (EC)
- fire drills performed quarterly, biannually and annually in all University of Denver buildings
- crime alert and crime notice postings about potential risks or dangers
- annual Safe Walk to survey the campus and identify safety issues (i.e., lighting, shrubbery, E-Phone operations, etc.)
- security/police coverage for special events

**Risk Management**
- defensive driving training for all drivers of University-owned/leased and rental vehicles
- review of contracts for insurance provisions
- review of events and activities for insurance and liability concerns
- annual property inspection of all University-owned buildings with property insurance carrier
- construction reviews with Facilities and insurance as needed
- ad hoc investigations per claims or incident review
- annual review of all internships required for degree program
- annual review of all persons traveling internationally and training for those traveling
- annual motor vehicle check of all drivers of University vehicles
- review and inspection of safety issues surrounding workplace injuries
- monthly staffing of all workers’ compensation claims for review and monitoring

**Environmental Health and Safety (EHS)**
- OSHA training for employees as required
- chemical hygiene plan
- annual audit and lab inspections
- review of fume hood airflow monitoring
- ad hoc inspections for safety
- internal review board items
- environmental waste concerns

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**BUSINESS CONTINUITY PLAN OUTLINE**

A Business Continuity Plan (BCP) is a written document that generally consists of, but is not limited to:

- a brief description of the department including departmental mission, its critical processes (life-safety and business processes), its location and main phone number
- a phone tree of departmental personnel—office, cell and home numbers
- designation of key emergency response leader and back up for department
- designation of key recovery/restoration leader and backup team for department
- vital records of the department
- identification of critical software/hardware needs
- location of off-site backup of critical software and a contact with authority to obtain if needed
- general guidelines for response to disruptions or familiarity with appropriate response and communication requirements
- alternative workaround procedures in the event of prolonged disruption

The Core Life Safety Group periodically tests plans with the Unified Command Center to identify gaps in the plan’s response and resumption/recovery efforts. The testing may include local authorities, Critical Incident Management Response Team members, multiple departments and their deans, directors or representatives.

The Core Life Safety Group will provide evaluation and observations of the test to departmental facilitators should key additions need to be made to Business Continuity Plans.
Facilities Management Testing and Permits

- **Backflows**—all domestic water, fire, irrigation and mechanical backflows inspected annually; city requires inspection documentation
- **Battery-Operated Smoke Detectors**—tested semi-annually in residence halls
- **Boilers, Hot Water Heaters**—city of Denver tests annually
- **CFC Program**—all chillers registered with state Air Pollution Control Division annually
- **Elevators**—city of Denver tests annually
- **Emergency Lighting**—emergency lighting testing coincides with load testing on generators
- **Emergency Showers**—tested quarterly
- **Fire Department Inspections**—Denver Fire Department conducts inspections every a calendar year
- **Fire Extinguishers**—tested annually in all buildings; Greek houses tested quarterly as mandated by Denver Fire Department
- **Fire Protection Permits**—permits issued annually for compressed gases, cryogen storage, hazardous material storage, radioactive materials, aerosol products and hot work; battery systems in Sturm College of Law and UTS building require permits
- **Fire Pumps**—tested monthly and annually
- **Fire Sprinklers, Stand Pipe Tests**—sprinkler tested annually; stand pipes tested every five years
- **Generators**—generators run monthly under load and are inspected weekly
- **Health Department Inspections**—Denver Department of Environmental Health inspects all DU kitchen facilities
- **Kitchen Hoods**—kitchen-hood fire system areas in all residence halls, academic buildings, fraternities and sororities tested semi-annually; cleaned semi annually
- **Revocable Permits**—revocable permits are required whenever construction occurs under or over a city of Denver right of way; DU charged annually for each revocable permit obtained
- **Sand and Oil Interceptors, Grease Traps**—city of Denver requires annual maintenance for these systems and documentation verifying maintenance
- **Staff Licenses**—staff must maintain licenses as part of job duties and responsibilities; Facilities staff must keep current copies of staff licenses on file
- **Underground and Above-ground Storage Tanks**—testing and removal ongoing
- **Vehicle Registrations**—state requires annual registration for all vehicles
- **Wastewater Discharge Permits**—water samples tested monthly; reports submitted monthly

Planning

**Emergency Action Plan**
The Emergency Action Plan is a plan developed by Campus Safety, but is customized by each department to reflect its unique characteristics. This plan is prepared prior to an incident as part of the pre-incident planning process. Emergency coordinators for critical departments are identified, and the key contact for planning and training is the associate director for Campus Safety. The Emergency Action Plan is implemented at the onset of an incident, and a follow-up call to Campus Safety is made to ensure appropriate response and documentation of the incident. The Emergency Action Plan template is located at www.du.edu/campus-safety.

**Business Continuity Plan**
Once an incident has occurred, there may be secondary consequences that affect ongoing critical processes within the University. In the event that critical processes are disrupted in any way—usually for longer than 72 hours—this plan invokes the affected departmental Business Continuity Plans and backup or workaround procedures if necessary. Business continuity plans can be updated and reviewed at “duContinuity,” the software tool used to maintain all BCP plans. See http://ducontinuity.cair.du.edu.

*A Business Continuity Plan is defined as:*
- a documented institutional or departmental plan designed to maintain essential life-safety operations and critical business services during times of disruptions due to natural disasters, utility outages, telecommunications failures, etc.
- a term that addresses essential life-safety and organizational processes
- the process used to recover interdependent enterprise business functions in order to continue with the University’s strategic mission and goals
- a plan to protect the reputation of the institution by
- managing loss and mitigating further loss of life-safety elements, core business processes and reputation
- this software is managed by the project manager in
- Business and Financial Affairs
Critical Processes

The Core Life Safety Committee works with departments to identify potential critical processes in maintaining the University’s strategic mission. See Table 3.1 for critical process levels.

Table 3.1

<table>
<thead>
<tr>
<th>Critical Process Levels</th>
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<tbody>
<tr>
<td><strong>Infrastructure:</strong> needed to maintain life safety</td>
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<tr>
<td><strong>Key:</strong> needed to maintain the University’s critical business or safety processes</td>
</tr>
<tr>
<td><strong>Other:</strong> needed to maintain basic classroom and academic functions that may be moved or stopped for a short period of time</td>
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</tbody>
</table>

Departmental responsibilities for the three levels of critical processes include:

- **Assigning a departmental facilitator to coordinate and develop the departmental plan for one or more critical processes as identified.** The facilitator is the main contact for Core Life Safety Group communications and updates for plan training and testing.

- **Submitting appropriate “business interruption analysis” or “risk assessment” questionnaires as needed.** The departmental facilitator is responsible for submission of the analysis and/or questionnaire, which are valuable in the University’s overall enterprise risk-management effort and may come from Risk Management, Internal Audit or Campus Safety depending upon the type of assessment needed. These assessments help the department identify critical life-safety, physical security, financial or regulatory needs for which alternative workaround procedures can be developed within the departmental Business Continuity Plan.

- **Developing the departmental Business Continuity Plan (BCP).** The departmental dean, director or facilitator is responsible for submitting the plan to the Core Life Safety Committee and communicating the plan to his or her department representatives. The departmental designee is also required to maintain annual updates to the departmental plan within certain timelines so as to participate in testing as appropriate. The plan shall follow appropriate institutional guidelines as set forth in the Critical Incident Management Program policy.

- **Proactively reporting losses to Campus Safety.** Proactively reporting potential hazards or losses may mitigate the damage. By being aware of surroundings, or notifying Campus Safety or the appropriate department supervisor about other concerns, circumstances that could cause further disruption may be mitigated. Some of these may include:
  - Reporting items to those emergency contacts listed on page 10 of the CIMP plan
  - Student behavioral concerns
  - Faculty or staff behavioral concerns
  - Other life-safety concerns
  - Property damage to University property
  - Ethical concerns via the University hotline
In the event of a life-threatening incident or non-life-threatening incident, please use the following guide from the DU phone directory as a resource:

**Emergency Response Resources**

In case of a life-threatening emergency, make the following TWO calls:

1) From any phone ............................. 911
   From campus phone .......................... 911
2) From other phone ........................... 303-871-3000

**Biological, Chemical or Hazardous Materials Exposure**

Emergency (from campus phone) ................. 911
Emergency (from other phone) ................... 911
Campus Safety ................................ 303-871-3000

**Bomb Threat**

Emergency (from campus phone) .................. 911
Emergency (from other phone) ................... 911
Campus Safety ................................ 303-871-3000

**Fire**

Emergency (from campus phone) .................. 911
Emergency (from other phone) ................... 911
Campus Safety ................................ 303-871-3000

**Injury**

Emergency (from campus phone) .................. 911
Emergency (from other phone) ................... 911
Campus Safety ................................ 303-871-3000

**International Assistance**

Office of Internationalization ................... 303-871-3000

**Student Health and Counseling**

On-call Counselor .............................. 303-871-3000
Appointments ................................... 303-871-2205

**Additional Resources**

Severe Weather

In the event of a tornado, seek shelter in the basement or lower level of a building and away from windows.
Campus Safety ................................. 303-871-3000
University of Denver Snow Closure .............. 303-871-2000
The Weather Channel ............................ www.weather.com

**Campus Closures**

Watch local television news for closures.
Campus Safety Non-emergency .................... 303-871-2334
Campus Emergency Call-in ...................... 303-871-2222

**Employee Injury**

Report workplace injuries within 24 hours.
Risk Management ............................... 303-871-2354

**Employment Issues and Concerns**

Human Resources ............................... 303-871-7420
Ombuds Officer ................................. 303-871-4712
Office of Diversity and Equal Opportunity .... 303-871-7436

**Campus Violence**

Includes sexual harassment, sexual assault, aggravated assault, domestic violence, hostage situation and stalking.
Campus Safety ................................. 303-871-3000
Counseling and Behavioral Health .............. 303-871-3511
Student of Concern ............................ 303-871-4720

Internal Audit ................................. 303-871-7928
Anonymously report improper activity .......... 303-871-7439

Emergencia ... 911
Campus Safety  ... 303-871-3000
Web Sites ....... du.edu/today
du.edu/risk
Initial Notification and Communication Procedures for Critical Incidents

- Call 911 if life-threatening and report all incidents to Campus Safety at 303-871-3000.
- Department activates Emergency Action Plan.
- Campus Safety secures site.
- Denver Fire Department and/or Denver Police Department assume the leading roles in emergency response and CIRT representatives support their authority in a unified command center effort.
- The director of Campus Safety or a designee is the team leader on the scene and communicates with local authorities directly regarding updates and decisions to be made. This person is authorized to make decisions on the scene for immediate needs of the unified command and local authorities.
- Crisis communication plans may be activated.
- The director of Campus Safety or designee calls the Critical Incident Response Team and the appropriate departmental representatives.
- The director of Campus Safety or designee also contacts the chancellor, provost, vice chancellors and appropriate deans and departmental representatives as needed.
- The director of Campus Safety or a designee makes additional contacts to University and departmental leadership from the administrative call list or through other methods of communication. These include:
  » Critical Incident Notification System may be activated.
  » CIRT and News and Public Affairs will determine if further notification needs to be placed on webCentral.
  » Campus Safety posts paper notification in site-specific areas, including the doors to all buildings and public areas.
  » Department deans and directors may implement departmental phone trees for notification to their staff per Business Continuity Plans.

- CIRT, in conjunction with the departmental representative and local authorities, determines who will make calls to appropriate family members or designated emergency contact abiding by privacy guidelines.
- DU representatives should not transport any injured party with a medical emergency due to life-safety concerns and potential liability per hospitalization policy. Local paramedics should be called to the scene first and should transport anyone with a medical emergency.
- Crisis Communication Plan may be activated, including high-tech (CINS) or low-tech (horns or sirens) efforts.
- The director of Risk Management or a designee makes calls to third-party liability carriers as appropriate for internal review and investigation and per insurance contractual obligation.

- The director of Campus Safety meets with the Critical Incident Response Team to determine the incident’s level of severity. The levels are:

<table>
<thead>
<tr>
<th>Level 1: Incident</th>
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<tr>
<td>This level of severity is declared if the operation interruption is estimated to be 24 hours or less and there is no modification to the scheduled workload of unaffected functions and operations. CIRT responds to the incident. Examples of Level 1 incidents include assaults, workplace violence and small fires. See Figure 4.1.</td>
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<table>
<thead>
<tr>
<th>Level 2: Emergency</th>
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<tbody>
<tr>
<td>This level of severity is declared if the operational interruption is estimated to be more than 24 hours and less than 72 hours. Partial mobilization of the Emergency Operations Center may be needed. An example of a Level 2 incident includes a fire that affects several buildings. See Figure 4.1.</td>
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<tr>
<th>Level 3: Disaster</th>
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<tr>
<td>This level of severity is declared if the operational interruption is estimated to be more than 72 hours and the chancellor or a designee declares a campus state of emergency with assistance from News and Public Affairs. Depending on the estimated recovery time, critical functions and operations may be recovered at an alternate site. The CIRT leader mobilizes the Emergency Operations Center. Examples of Level 3 incidents include a natural disaster or terrorism. See Figure 4.1.</td>
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</table>

During each level of response, local authorities may take over the scene. Once they stabilize the site and complete their investigation, the site is returned to CIRT for further internal investigation or review for insurance and liability concerns. Once all investigations are complete the site is returned to the department as promptly as possible.
Initial Assessment

Estimated time to repair < 24 hours?

Yes

Level 1: Incident

Manage incident

Have 4 hours elapsed?

Recover time accurate?

Time estimate exceeded?

Problem resolved?

Resume normal campus operations

No

Level 2: Emergency

Assess/ react to emergency

Have 12 hours passed?

Confidence in time estimate?

Estimate time to repair > 72 hours?

Yes

Level 3: Disaster

Activate Emergency Operations Center

Restore critical functions at alternate sites

Short-term recovery of critical campus operations

Long-term recovery required?

No

Restore ALL campus functions at temporary site

Migrate campus functions to original sites

In-Depth Damage Assessment

Estimated time to repair > 72 hours?

No

Resume normal campus operations

Public Information

- When an incident occurs, Campus Safety notifies the director of News and Public Affairs. The director then contacts the vice chancellor for University Communications or designee.

- News and Public Affairs coordinates all University contact with media sources. No individual makes media contact or appears before the media regarding an incident without prior approval from the director of News and Public Affairs or a designee.

- With assistance from CIRT, News and Public Affairs creates “talking points” to be distributed to those who may receive media and other inquiries on the subject matter.

- In the event of an incident, News and Public Affairs may designate a separate Media Operations Center, where members of the media may obtain regular updates as available.
Procedure for Initiating a Campus State of Emergency

- The procedure for declaring a state of emergency or for closing the campus is outlined in the EOC Guidelines Document maintained by Campus Safety.
- The director of Campus Safety or designee has the authority to close campus.
- The chancellor, provost or vice chancellor of Business and Financial Affairs, the vice chancellor of UTS or University counsel also have authority in this respective order.
- The EOC activation and deactivation procedures are detailed in the EOC Document.

Human Resources Considerations

Human Resources is available and can be reached at 303-871-7420. The following Human Resources management procedures provide guidance to managers and employees during emergencies or events that interrupt normal business routines.

- Employees who have been formally notified in writing as being “essential” report to designated work sites per job description.
- Those who are noted to respond for emergencies in individual Business Continuity Plans may have mention of this service in their job descriptions as an essential duty. Department supervisors or facilitators should make designated or appropriate DU employees aware of their Business Continuity Plans and responsibilities during orientation and note that they should be available for emergency response if necessary.
- An employee’s first concern during a community-wide emergency is the safety and protection of his/her family. Until that concern is alleviated, it is unlikely an employee is able to meet business needs. In these instances, Human Resources personnel and the employee’s supervisor will work with the employee to assist in appropriate and reasonable response.
- In some events, the best workaround procedure is to ask employees to stay home and, in some cases, continue to work from home. Such events should be identified in individual plans, as well as communication procedures to and from the home for updates on the emergency. Often, media sources provide this information.
- Compensation: Continuation of services to support the mission of the University begins with workforce continuity. Compensation during an event will be based on appropriate policies in place at the time of the disruption. All reasonable and prudent efforts will be taken to provide uninterrupted payroll services for employees.

Activating the Emergency Operations Center (EOC)

- The EOC may be activated anytime the CIRT leader feels it necessary to manage a Level 2 or 3 incident with local authorities in a unified command approach. The EOC houses more extensive emergency communications equipment and supplies. The EOC is located at a site that may remain open consistently throughout the critical emergency response and recovery/resumption stages of an incident. The site may need to remain open 24 hours per day for several days. Incident management and recovery coordination is conducted from a site predetermined by the Emergency Operations Center Plan and may continue until normal operations are restored.
- EOC participants are responsible for helping departments establish an effective working environment for essential employees from the response phase through the resumption/recovery and restoration phases. While departmental plans may address some needs, institutional decisions will be made with appropriate authority from the EOC.
- The EOC and CIRT are authorized to prioritize resumption and recovery of critical operations such as network or computer operations if limited access is available. The University’s core life-safety and business functions will take priority over all other functions. Careful consideration will be given with the involved departments in order to continue the University’s core mission.
- News and Public Affairs representatives will communicate from the Media Operations Center to the institution, community and public at large. They will not communicate from the EOC, although they may have a representative in the EOC to maintain updated information.
Team Utilization Within Emergency Operations Center

- All identified CIRT members may not need to proceed to the EOC for each event. They may need to be divided into two 12-hour shifts if an incident is anticipated to last for a prolonged period of time. Depending upon the severity of the situation, only select members may be required to assess recovery processes. This group maintains authority for managing the incident through the provost, the vice chancellor for Business and Financial Affairs, a designee or the CIRT team leader per the policy. The CIRT leader will designate a co-leader for the second shift should the EOC remain open on a 24-hour basis.

- Non-activated CIRT members are expected to remain on a 24-hour alert during a partial recovery effort in order to assist with communication and recovery efforts as needed. Their standby location(s) are designated at the time of the announcement, and may be their respective residences or anywhere they are accessible via cell phone. Standby personnel must be available for immediate telephone or radio contact. All DU key personnel from the affected facility who are not assigned as EOC or CIRT members are notified via telephone announcements from the EOC so that they may implement their departmental phone tree to notify personnel with instructions to report to work or to stand by during the recovery period.

Deactivation of Emergency Operations Center

- Once a Level 2 or 3 incident has been mitigated to the point where normal operations are resumed, the CIRT leader may deactivate the EOC. Investigations may be ongoing for a prolonged period of time through recovery and restoration, and while CIRT may continue to meet, the EOC itself is not required to continue managing the incident.
Life-safety and Infrastructure Recovery

Following the initial response to an event that causes a life-safety emergency or disrupts business, several departments provide services in conjunction with local authorities to assist with the resumption and recovery of normal business operations. These services are designed for initial resumption and recovery; for longer recovery efforts, see the next section of this document titled “Restoration.” The functions and appropriate responding group are outlined below.

- Follow CIRT guidelines.
- Implement or refer to the Business Continuity Plan.

Power, Water, Heat and Telecommunications Recovery

Representatives from Campus Safety, Campus Life, Environmental Health and Safety, Facilities Management, Risk Management, News and Public Affairs, and University Technology Services will work with local authorities and appropriate departments to protect life-safety first, followed by protection of infrastructure and property resources to help resume normal operations using alternative workaround procedures if necessary. In the event of an outage longer than six to 12 hours, CIRT, in consultation with Unified Command, may need to make decisions regarding the occupancy of buildings, including offices and residences, due to power and water-pressure loss. Depending on the outage, the City and County of Denver is consulted regarding the University’s ability to continue functions.

In the event the Emergency Operations Center (EOC) is activated, access is available on a limited basis for critical process response, resumption and recovery operations and coordination in a prioritized manner as noted by CIRT. The EOC is staffed by CIRT when necessary for the duration of the incident.

Facilities Management

Phone: 303-871-3000 for emergencies

Facilities Management directs restoration and recovery services such as contacting third-party disaster restoration services for fire, smoke, water damage or other facility-related problems. Facilities works with the Denver Fire and Denver Police to ensure that all utilities are safe and that personnel and residents are allowed to return or enter a building once it has been returned to CIRT by the Unified Command Center.

University Technology Services

Phone: 303-871-4700 for help desk

University Technology Services (UTS) has appropriate workaround plans and procedures in place to continue operations for most disruptions. Please note, however, UTS gives priority to University-wide systems. It is strongly recommended that individuals and departments take appropriate steps to protect their data and software on a regular basis through the following processes:

- Back up personal computers and maintain copies of critical data off-site.
- Update computers with virus protection software through UTS.
- If you are responsible for a critical process that UTS maintains for your department, see Table 5.1.
Table 5.1

<table>
<thead>
<tr>
<th>Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTS may require appropriate identification to maintain the integrity of workaround plans or to present any back-up data to University personnel.</td>
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<table>
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<tr>
<th>Back-up Information</th>
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<tbody>
<tr>
<td>If back-up data are required for your critical process, work with appropriate personnel in UTS to prepare for your Business Continuity Plan and maintain priority for resumption of your process. Critical processes for some types of events may include: payroll, accounts payable, student financial aid and registration.</td>
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<tr>
<th>Critical Data Access</th>
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<tr>
<td>In the event that a person is critically injured or is unable to return to his or her computer, be sure to have password accessibility to all department computers by locating that information with the department head or at another designated location. This will assist in proceeding with critical processes and obtaining critical data if needed. All DU computers are the University's property and as such, appropriate-use policies are located on the UTS Web site at <a href="http://www.du.edu/uts">www.du.edu/uts</a>.</td>
</tr>
</tbody>
</table>

Additional Life-safety Assistance
- Life-threatening medical assistance for incidents can be obtained by contacting 911, followed by a call to Campus Safety at 303-871-3000.
- Non-life threatening injuries/illnesses: Student Health Clinic at 303-871-2205
- Counseling and Behavioral Health: 303-871-3511. Or call Campus Safety at 303-871-3000 and ask for the counselor on-call 24 hours per day.
- Office of Diversity and Equal Opportunity: 303-871-7436
- Ombuds Office: 303-871-4712
- Student Programs assistance through Campus Safety: 303-871-3000
- International Study Abroad assistance through Campus Safety: 303-871-3000
  - Ask for Study Abroad director for 24-hour emergency phone number and make report to Campus Safety.
  - Report employee injuries to Risk Management at 303-871-2354 within 24 hours.

News and Public Affairs Assistance
- In a critical incident, colleges and departments may need to notify their students regarding incidents. Please refer to “Public Information” in the “Response” section of this document.
- News and Public Affairs provides official communications regarding incidents including talking points, web-Central notifications, media updates, etc.
- Representatives from News and Public Affairs should be the only individuals to directly contact the media on behalf of the University, per policy.
- News and Public Affairs may designate interested parties or others to represent the University as appropriate.

Work-related Injuries
Phone: 303-871-2354 for assistance
- For all life-threatening injuries, call 911 and then immediately call Campus Safety at 303-871-3000.
- All work-related on-the-job injuries should be reported to Risk Management within 24 hours. Visit www.du.edu/risk.
- DU’s designated providers treat all work-related injuries. See www.du.edu/risk for more information.
- The “Employee First Report of Injury” must be completed immediately after the incident and faxed to 303-871-4455.
- Additionally, the “Supervisor’s Report of Injury” must be completed immediately after the incident and faxed to Risk Management at 303-871-4455.
- Forms and additional information are located online at www.du.edu/risk.
- Any on-the-job fatalities or incidents resulting in three or more injuries or hospitalizations require immediate notification to Campus Safety and the director of Environmental Health and Safety. EH+S will notify OSHA within the regulatory guideline of eight hours.
Non Work-related Injuries
- Students or visitors to DU who are injured should call 911 if injuries are life-threatening and then call Campus Safety at 303-871-3000 for assistance and further reporting procedures.
- Students may seek treatment for non life-threatening illnesses or injuries at the Student Health Clinic by calling 303-871-2205.
- Visitors may seek assistance by calling 911, then Campus Safety at 303-871-3000.

DU Owned, Leased or Rental Vehicle Accidents
- If an accident occurs in a DU vehicle of any type, it must be reported immediately to Campus Safety at 303-871-3000.
- Report the accident within 24 hours to Risk Management at 303-871-2354. Personal vehicles are not covered by DU insurance.

DU Property Loss
- Any loss involving DU-owned property or a University building must be reported to Campus Safety immediately at 303-871-3000. In the event of fire or flood, etc., call 911, then Campus Safety.
- All losses must be reported to Risk Management immediately at 303-871-2327 to facilitate the appropriate response, investigation and notification of incident to insurance personnel.

Other Loss or Personal Injury
- Legal notification of lawsuits against the University should be immediately forwarded to University Counsel at 303-871-4646.
- In the event that an individual feels they have been injured or damaged by the University in some way, contact Campus Safety to make a report if applicable, then notify University Counsel and Risk Management. Reports should be made immediately following the incident for proper investigation and a timely legal response.

Claims Management Procedures and Investigation
- All notice of claims that are not lawsuits against the University shall be forwarded to Risk Management at 303-871-2327 within 24 hours of the incident or notice of claim. Risk Management will coordinate the investigation and notify appropriate insurance carriers as noted by insurance contract.
- Any person at the University who is contacted by an outside local authority regarding an investigation surrounding an employee, student or interested party of the University should contact Campus Safety at 303-871-2334 immediately, prior to the authority’s visit.
- For regulatory authority visits including OSHA and EPA, contact Campus Safety at 303-871-3000 and ask for the director of Environmental Health and Safety or appropriate contact.

Critical Incident Management Plan 17
Restoration

When an incident has occurred that involves a prolonged outage or severe damage to a building, physical restoration of the site may be necessary to return it to its original condition. For example, during the blizzard of 2003, DU’s Ritchie Center for Sports & Wellness was closed for less than 48 hours, but final restoration of the affected facility took more than six months to complete.

Should restoration be implemented, Risk Management or Facilities Management will oversee this phase in response to a claim towards insurance.

Facilities Response
In the event that a major physical restoration phase occurs, Facilities Management will assign a project manager to work with Risk Management and the insurance adjustors to restore the property to its original condition through the following:
- mitigation of further damage or loss through removal of property to a safe, secure location
- using all available resources to restore items that have been affected by fire, smoke, water, etc.
- preparing documentation including spreadsheets detailing the items lost in an incident, such as the make, model, serial number, purchase price, approximate purchase date and replacement cost of a computer or similar items
- backing up the documentation with original invoices
- including photos of damaged equipment or property
- using appropriate maps or other documents to validate the loss
- meeting with insurance adjustors, Risk Management and Facilities Management regularly to insure restoration is progressing appropriately
- finalizing appropriate paperwork in a timely manner in order for the University to be indemnified as quickly as possible

Evaluation of Incidents
- The Core Life Safety Committee and CIRT reviews incidents annually or as needed to assess responses and change-response strategies to better address the needs of the University community.
The Core Life Safety Committee and CIRT have developed a set of strategies for responding to various types of critical incidents. A “critical incident” is defined as any incident that may threaten, or be perceived to potentially threaten the University’s usual and customary operations in the University community. These incidents can include life-safety, financial, property or reputation risks. An incident may be “finite”—a one-time act—or “evolving,” which presumes that the incident will have secondary losses associated with the primary act.

The University has developed guidelines, which are outlined on the next several pages, for responding to potential hazards or perils. As noted earlier, incidents may be sudden and unforeseen, or there may be varying periods of warning, and as such, the following steps are presented only as guidelines.
Active Shooter

When an individual sees or believes that they have observed or heard gun shots being fired on or near the University of Denver campus, they should treat the threat as real until it can be determined to be otherwise.

- Call 911 first and then 303-871-3000 to report what you have observed or heard.
- Move to a safe location that is securable and offers protection from potential gun shots.
- If available, refer to the Community Response Checklist posted in all classrooms and most other buildings on campus. The Checklist will provide the following information.

**Securing immediate area:**
- Lock and barricade doors and windows
- Turn off lights
- Close blinds
- Block windows
- Turn off radios and computer monitors
- Keep occupants calm, quiet and out of sight
- Keep yourself out of sight and take adequate cover/protection, i.e., hide behind concrete walls or thick desks (cover may protect you from bullets/flying objects)
- Silence all cellular phones
- Place signs in exterior windows to identify the location of injured persons

**Un-securing an area:**
- Consider risks before un-securing areas
- Attempts to rescue people should only be attempted if it can be accomplished without further endangering persons inside a secured area
- Consider safety of the masses vs. safety of the few
- If doubt exists for the safety of the individuals inside the room, the area should remain secured

**Contacting authorities:**
- Call 911
- Campus Safety Emergency: 303-871-3000 (1-3000)
- Campus Safety Non-Emergency: 303-871-2334 (1-2334)
- Be aware that the 911 system will likely be overwhelmed. Program the Campus Safety Emergency line into your cellular phone for emergency use or consider e-mail.

**What to report:**
- Your specific location—building name and office/room number
- Number of people at your specific location
- Injuries—number injured, types of injuries
- Assailant’s location, number of suspects, race/gender, clothing description, physical features, type of weapon (long gun or hand gun), backpack, shooters identity if known, separate explosions from gunfire, etc.

**Police or Local Authority Response**
- Police response (objective is to immediately engage assailants)
- Evacuate victims
- Facilitate follow-up medical care, interviews, counseling, etc.
- Investigation
Alcohol Poisoning

Alcohol poisoning is a serious condition and can result in death unless paramedics respond in time and can provide appropriate treatment for the individual.

- Contact 911 for emergency medical assistance immediately.
- Contact Campus Safety at 303-871-3000 for assistance.
- Do not leave the person alone.
- If the individual is passed out, lay him/her on his/her side. Do not allow him/her to lay or roll over onto his/her back or he/she may choke on his/her own vomit.
- Stay with the individual until paramedics arrive.

ADDITIONAL NOTES:

» In terms of total alcohol content, 1 oz. shot of hard liquor (vodka, gin, whiskey, etc.) = 6 oz. glass of wine = 12 oz. beer
» Males take an average of 1 to 1:15 hours to metabolize one drink as outlined above.
» Females take an average of 1:15 to 1:30 hours to metabolize one drink as outlined above.
» A person drinking multiple drinks within one hour may not feel the extent of the alcohol until some time after they have consumed the alcohol. It will still take the time noted above to metabolize the alcohol.
» If a person drinks a toxic level of alcohol, their bodily systems may begin to slow down. If it is a lethal level, their bodily functions may stop completely resulting in death. If notified in time, paramedics may be able to provide appropriate medical treatment to save the individual.
» There may be a misperception that vodka or other hard liquors have fewer calories than beer or wine. Generally this is not true as they are packed with sugar. Please check with manufacturer for appropriate caloric figures.
Biological, Chemical or Hazardous Materials Exposure

Any incident involving chemical, biological or other hazardous agents or materials must be treated as critical until determined otherwise.

- Call 911 to report any life-threatening incident, spill or explosion.
- Any type of accident regarding chemical or hazardous materials must be reported to Campus Safety at 303-871-3000 immediately.
- Campus Safety contacts the DU Hazardous Materials manager, and the Environmental Health and Safety Director immediately to assess the incident.
- If the incident involves loss of life or multiple hospitalizations, Environmental Health and Safety must notify OSHA within eight hours of the incident.
- If the incident has potential regulatory concerns, all regulatory persons who arrive on scene respond to local authorities, who, in turn, are in charge of the scene initially with CIRT support.
- All regulatory personnel must also report to the Environmental Health and Safety Director.
- For biological exposures, the Hazardous Materials manager serves as the decision-maker and can be reached through Campus Safety.
- For chemical spills:
  - If there are no injuries, contact EHS immediately, then call Campus Safety at 303-871-3000.
  - Contact Environmental Health and Safety at 303-871-7501.
  - Refer to the departmental Chemical Hygiene Plan for the recommended response. The principle investigator is responsible for mitigation if the spill is not life-threatening.
  - If the spill is too much to contain with a spill kit, Campus Safety contacts the Denver Hazardous Materials response team—part of the Denver Fire Department—for assistance.
  - If the chemical is identifiable, obtain any/all Material Safety Data Sheets (MSDS) for medical authorities to review.
  - Environmental Health and Safety and the Hazardous Materials manager investigate any uncontained spills.
- For explosions:
  - Call 911 immediately, then call Campus Safety at 303-871-3000.
  - Evacuate the building as quickly as possible. Pull the fire alarm if necessary.
  - If you cannot evacuate the building, seek shelter under a sturdy table or desk.
  - If a fire results from an explosion, try to evacuate immediately while staying low to the floor.
  - If you are trapped, tap on pipes or make noises if possible, so rescuers can find you.
  - If the explosion is contained and there is no fire, try to help others exit the building.
  - Do not re-enter the building once you have evacuated.
  - Campus Safety will notify CIRT for support to the Unified Command.
  - Local authorities assume authority for the site.
  - CIRT reviews and assesses damages, and works to mitigate further loss.
  - All reasonable efforts will be made to mitigate further loss at the site.
  - Risk Management notifies appropriate insurance carriers as required by the insurance contract, and coordinates investigation and resumption, recovery and restoration efforts.
  - Once local authorities and CIRT investigates the site, it will be returned to the department.
Bomb Threat

An individual who receives a bomb threat should ask the notifying person:

- When will the bomb explode?
- Where is the bomb right now?
- What does it look like?
- What kind of bomb is it?
- What will cause it to explode?
- Why did you place the bomb?
- What is your address?
- What is your name?

Write down any noises or sounds from the phone call and any answers to the above questions. Notify your supervisor as quickly as possible and follow your departmental protocol for response. If possible, tape the phone call.

Contact 911 immediately or have someone else do so while the caller is on the phone.

- Immediately contact Campus Safety at 303-871-3000.
- Campus Safety will conduct a search of the building. If directed, they may ask for assistance from someone who is familiar with the building.
- Campus Safety will contact local authorities who will become the incident leaders.
- Campus Safety, in coordination with department representatives, will determine whether or not to evacuate.
- Campus Safety will contact CIRT as appropriate to support the Unified Command.
- The supervisor should check with employees to see if any suspicious people have been in the immediate area of the bomb that day.
- Local authorities and Campus Safety will guide the investigation and determine whether the building is safe for employees to remain or return if evacuated.

The incident will be reviewed and operations will return to normal once the threat has been cleared.

Civil Unrest

- If the disturbance is life-threatening, call 911. Then call Campus Safety at 303-871-3000.
- If a civil disturbance such as a demonstration, fight or disorderly conduct threatens the University or a specific University area, contact Campus Safety at 303-871-3000 immediately.
- Remain calm.
- Take direction and appropriate action from the local authorities if your personal safety is at stake or you feel threatened.

Computer Solicitation or Virus

- If you detect a computer virus or attack, notify the University Technology Systems (UTS) help desk immediately at 303-871-4700.
- Notify Campus Safety at 303-871-3000 if it is a major attack.
- Campus-wide notification is generally available on webCentral, through the UTS Web site, or by calling the help desk.
- Depending upon the severity of the outage, critical life-safety and business processes may be affected. If this occurs, CIRT will meet and work with critical process owners to implement the alternate workaround procedures outlined in Business Continuity Plans.
- Appropriate third-party interests will be notified to assist in addressing the attack and any potential business loss.

Additional Resources:

- Check the UTS home page at www.du.edu/uts for updates and specific guidance concerning virus attacks, solicitation exposures, etc.
- The UTS home page also has downloadable updates for virus protection for DU computers.
Critical Injury/Death of a Student, Faculty, Staff or Other University Community Member

Should the death or serious injury of a University student, faculty, staff or other member of the University community occur, CIRT and the appropriate University department should consult the following guidelines in addition to departmental-specific plans.

- Call 911 immediately if an incident occurs on or near campus, then call Campus Safety at 303-871-3000.
- Campus Safety convenes CIRT as well as appropriate local officials and departments in order to make decisions about the University’s response and appropriate follow-up activities with family, co-workers and the community at large.
- CIRT assumes institutional authority for managing the incident on behalf of the University, per policy. Department-specific plans will be implemented as appropriate in conjunction with CIRT and local authority responsibilities in conjunction with privacy laws.
- If the incident results in a work-related death or multiple hospitalizations, the Department of Risk Management must notify OSHA within eight hours.
- A University representative may be asked to go to the hospital or another location if appropriate. The attending physician or coroner has authority in most cases in terms of notification of the incident to family members. CIRT and departmental representatives will take their guidance from the attending physician or coroner.
- Counseling and Behavioral Health leads the University community outreach, and serves as a support resource for co-workers and those directly involved.
- The Chancellor’s office may wish to write a letter on behalf of the University. University Communications—and depending upon the situation, University Counsel—should review all correspondence to family members prior to it being sent.
- CIRT or an involved department may ask a University departmental representative to attend the funeral on behalf of the University.
- Due to potential liability concerns, appropriate individuals will coordinate the investigation and review of the incident including representatives in Unified Command with local authorities, University Counsel, Risk Management, insurers and the specific department involved.
- Incidents involving international students may require specific needs from local persons who are familiar with customs of the person involved. CIRT works with these organizations to respond in an appropriate fashion.

ADDITIONAL ASSISTANCE AND PROCEDURES CAN BE FOUND AT:

- Campus Life
  - Procedures on Death of a Student or Life Threatening Injury
  - Hospitalization Policy
- Office of Internationalization
- Office of Diversity and Equal Opportunity
- Center for Multicultural Excellence
- Living and Learning Communities
- Intercollegiate Athletics
- Honors Program

Fire

- If you are first to notice smoke or a fire, pull the fire alarm.
- Evacuate the building immediately when you hear a fire alarm.
- Call 911 immediately. Then call Campus Safety at 303-871-3000.
- Initially, local authorities will assume authority of the scene and work with the CIRT leader in a Unified Command.
- Emergency coordinators for buildings and departments are responsible for following procedures to the extent possible, as trained, including directing occupants to:
  - avoid taking chances—life safety is the first priority
  - activate the nearest fire alarm
  - stay low and proceed to the nearest exit
  - close doors behind them to contain heat, fire and smoke if possible as they exit
  - evacuate to a designated area that is more than 50 feet away from the building in question or to a safe area as designated by Campus Safety
  - notify local authorities or Campus Safety about any individuals possibly still inside the building
  - follow guidance from local authorities
First responders who are appropriately trained may try to extinguish the fire with fire extinguishers if they feel comfortable doing so (when in doubt, however, evacuate).

Do not take chances with the fire if you are not trained; life safety is priority.

Campus Safety contacts the appropriate CIRT members to inform University management of the situation and the response, and to support Unified Command in decision-making.

Counseling may assist students, staff, and third parties if needed.

Once local authorities (fire department, police department) have returned the site to CIRT, internal investigations must be completed prior to returning to the department for the resumption and recovery phase.

In addition to investigating and mitigating further damages, Risk Management contacts appropriate insurance personnel to report damages.

Facilities Management assists in the initial clean up of the site once appropriate investigations are completed.

All appropriate regulatory concerns will be addressed during the clean up.

Risk Management coordinates the restoration phase with Facilities Management, the insurance provider and specific departments in assessing damages, providing documentation of loss and preparing final claims documents for insurance recovery.

Campus Safety follows up with local authorities on investigation of the incident in addition to Risk Management should further claims or litigation be forthcoming.

**Infectious Disease**

An infectious disease is a disease which can be transmitted from one person to another in a relatively easy manner, either through liquids, food, body fluids, contaminated objects, airborne inhalation or through vector-borne spread such as coughing, etc.

In the event that you become aware of having an infectious disease or you know of someone who has an easily transmittable infectious disease, respond by:

- Contacting the Health & Counseling at 303.871.2205 so that they may notify the proper authorities if necessary.

Types of infectious disease that fall within this category include:
  a. MRSA
  b. Whooping cough
  c. H5N1 virus (avian flu)

They will in turn notify proper authorities within Colorado Department of Public Health & Environment (CDPHE) if required by law, or your doctor may already have notified CDPHE. All information will be maintained by HIPAA standards.

If the person infected lives within a residence hall, proper quarantine or isolation procedures may be implemented as appropriate.

The University of Denver maintains an active awareness of the potential for large-scale disease/outbreaks and will provide guidance based off of local authorities to the University community limited to students, faculty and staff as early as possible.
Infectious Disease (continued)

- If the outbreak is widespread, such as in a pandemic, CDPHE and the State have ongoing monitoring systems and ongoing internal practices in place to detect potential outbreaks through the World Health Organization (WHO) as well as Centers for Disease Control (CDC).
- Anyone who is an “essential duty” supervisor or employee should discuss responsibilities and expectations in respect to widespread outbreak ahead of time so that critical processes are covered as necessary under job description requirements.
- For University staff and administrators, Business Continuity Plans can provide a comprehensive overview of critical processes and timelines to address—from regulatory compliance issues to financial or other processes—possible critical implications to individual departments and to the University as a whole. Through conducting this review ahead of time, departments may be better prepared to weather a long-term impact.
- The Health and Counseling Center has supplemental policies regarding comprehensive University-wide responses to various pandemic threats. These guidelines will be implemented as appropriate with coordination between the University’s Critical Incident Response Team and the CDPHE.

Unplanned Outage Involving Technology or Phones
- University Technology Systems (UTS) serves as the lead points of contact
- CIRT helps UTS manage the outage and calls local authorities if needed

Unplanned Level 1 Outage
If the outage is at Level 1 (24 hours or less):
- CIRT works with Unified Command to determine life-safety risks and whether to continue operations
- CIRT and Unified Command make recommendations to the vice chancellor of Business and Financial Affairs and to the provost or designees for final determination about continuing operations

Unplanned Level 2 Outage
If the outage is at Level 2 (between 24 and 72 hours):
- the same protocol for Level 1 outages determines the continuance of operations
- Emergency Operations Center may be activated
- Business Continuity Plans at critical process
- Departmental levels A and B are implemented

Unplanned Level 3 Outage
If the outage is at Level 3 (more than 72 hours):
- an assessment determines the proposed length of outage and whether to continue operations
- Emergency Operations Center is activated
- Vice chancellor of Business and Financial Affairs and/or the chancellor or designees may consider whether to announce a campus state of emergency
- long-term Business Continuity Plans are implemented if possible for critical process levels A and B

Infrastructure Outage
Infrastructure outages can include electricity, computer network, water, telephone or interruption of deliveries. For most non life-threatening outages, call Campus Safety at 303-871-3000. In the event of a life-threatening situation, however, call 911, then Campus Safety.

Campus Safety calls the Facilities contact on duty to determine whether the outage is planned or unplanned. If the outage is planned, see the project manager for procedures.

Unplanned Outage Involving Water or Power
- Facilities Management contacts the appropriate utility company, be it water, power or a Facilities-supported infrastructure

ADDITIONAL RESOURCES:

- Colorado Department of Public Health & Environment—www.cdphe.org
- Centers for Disease Control—www.cdc.org
- World Health Organization—www.who.org
- University Risk Management & Insurance Association—www.urmia.org

ADDITIONAL RESOURCES:

- The Office of Internationalization provides required training regarding international travel and acts as the clearinghouse for all DU international travel.
- See “DU Policies for Faculty-Led Programs” available through the Office of Internationalization.
- Center for Multicultural Excellence
- Office of Diversity and Equal Opportunity
- Overseas Security Advisory Council Web site—part of FBI’s international threat assessment overseas
International Incident Involving University Members

When an incident with national or international implications occurs on campus, please notify Campus Safety at 303-871-3000 immediately.

- Campus Safety notifies the appropriate CIRT members, including the Office of Internationalization or the department involved and follows through with normal procedures.
- CIRT assigns an incident leader, likely a representative for the Office of Internationalization, who in turn assists the program director.
- Local authorities in the country involved are contacted by CIRT and the incident is managed with their guidance.
- International laws and regulations determine the course of action.
- On behalf of the University, News and Public Affairs is the sole contact with the media and creates appropriate talking points for individuals involved.
- If the situation involves potential liability of any type, University Counsel and Risk Management coordinate efforts to manage any potential investigation and claims information.

Person of Concern—Warning Signs

Occasionally, a student, faculty or staff member may present behavior in a classroom or in the campus community that makes others feel intimidated or results in a feeling of emotional distress, whether intended or not. While this type of behavior may be shrugged off as a one-time incident, it should not be tolerated. If at any time a student, faculty or staff person feels threatened or intimidated from a one-time incident, or notes escalation in the frequency or severity of several incidents, it should be reported to the appropriate person immediately. In some instances the warning signs may also be noted in other areas, and through proactive reporting, we may better address a concern in a positive manner for all parties involved, versus letting it escalate to something much more severe. Following are reporting numbers, as well as potential warning signs for this type of behavior.

Report concerns to:
Office of the Assistant Vice Provost—303-871-4720
Campus Safety—303-871-2327

Warning Signs
Social or psychological disruption including but not limited to:

- Campus Safety notifies the appropriate CIRT members, including the Office of Internationalization or others
- Behaviors that interfere with the functioning of routine operations
- Behaviors that cause others to feel fear, intimidation or a sense of “walking on egg shells,” such as inappropriate e-mails, or calling others derogatory names
- Reactive property disruption
- Breaking objects with deliberation
- Throwing objects
- Slamming hands on tables, walls or doors

Severe Weather

Occasionally, storms affect the University of Denver. While they happen infrequently, it is every individual’s responsibility to be aware of the possibility that an unexpected severe weather system may affect the campus at any time. Individuals should know how to respond immediately if necessary. Severe weather includes but is not limited to tornadoes, lightening, hail, snow, ice, earthquakes and heavy rain.

See the University’s “Policy for Campus Closures due to Inclement Weather,” available from the Office of the Provost. Otherwise, following are suggested procedures.

- The provost or a designee will contact the director of Telephone Services so an appropriate phone message can be made for 303-871-2000.
- Tune into KOA 850 AM (emergency radio station).
- The provost or a designee will contact Campus Safety, deans or designees about a campus closure so they may inform those in their areas.
- In the case of evening or weekend reopening of the University, Campus Safety will make sure buildings are open for students.
- When a closing is for an indefinite period, the provost will initiate a parallel reopening process with a call to the director of Telephone Services, who will make the contacts and announcements indicated above.

Additional considerations:

- If a “severe weather watch” is posted on the weather service, the University community may be notified via DU webCentral, personal messages and possibly via the administrative call list through e-mail.
- The Weather Channel online is a useful tool for up-to-the-minute weather information at your desk (www.weather.com).
- A variety of other weather stations on the Web and local news stations with satellite weather forecasts
- Usually weather sirens are tested on the second Wednesday of each month at 11 a.m.
- At other times, the sirens sound if a tornado is nearby or if other hazards pose a threat.
Severe Weather (continued)

If you are notified of severe weather, the following tips may help:

- Remain calm.
- Go to a safe area as designated in your “Emergency Response Plan” and noted by your department manager, building coordinator or other local authority. Note: there is no guaranteed safe place in the event of a tornado—seek shelter in the best area you can find, such as a basement or interior room. Hide in a doorway or under a desk if a basement is unavailable.
- Do not use elevators.
- Close all doors, including those to main corridors.
- The director of Campus Safety or a designee serves as the incident leader during severe weather.
- If local authorities are called on site, they become the lead decision-makers and are supported by CIRT in a Unified Command approach.
- Unified Command may activate the EOC and make recommendations to the vice chancellor for Business and Financial Affairs, the provost or a designee regarding keeping operations running.
- Once cleared, CIRT becomes the primary decision-maker for the University in conjunction with the chancellor, the vice chancellor for Business and Financial Affairs, the provost and others as necessary.

Follow-up

- Review emergency response procedures and safe sites.
- Review alternate workaround plans for business continuity.
- Review appropriate Web sites for satellite communications.
- Keep a radio on-site for communications if a power outage takes place. Tune into KOA 850 AM.

Terrorist Threat or Act

A terrorist act or threat may include bomb threats, suspicious packages threats, personal threats to physical safety, telephone threats, civil disturbances or international events that have an impact on our international activities.

- If any incident is life-threatening, call 911 immediately, then call Campus Safety at 303-871-3000.
- If any of the above types of incidents have an impact on a University function and/or an individual, notify Campus Safety at 303-871-3000 immediately.
- Stay as calm as possible.

- Local authorities assume the lead in this type of incident and a Unified Command works to resolve it as appropriate.
- Campus Safety, with direction from local authorities, assists in stabilizing any immediate threats.
- Unified Command may include local experts from Homeland Security, American Red Cross and forensic psychology.
- CIRT supports local authorities until they feel the situation is stabilized.
- CIRT then resumes control of the site in conjunction with appropriate campus safety or insurance personnel for further assessment or investigation of damages.
- All life-safety matters are addressed as needed.
- CIRT returns the site to the department(s) involved once investigation, recovery and restoration is complete.

Workplace Violence

- If a violent incident has occurred or the potential for a violent incident exists, call 911 immediately, then call Campus Safety at 303-871-3000.
- Remain calm.
- Provide the following information or other information as directed by local authorities or Campus Safety:
  - What is happening?
  - What is the location?
  - Who is involved (students/staff/third party)?
  - What type of weapon or equipment is being used, if any?
  - What is your name, location and phone number?
  - What is the nature and/or extent of known injuries or fatalities?

- Local authorities assume leadership of the incident with Unified Command.
- Campus Safety contacts the Critical Incident Response Team if necessary, and the appropriate internal organizational leadership.
- Health and Counseling representatives are notified of the incident for additional counseling assistance.
CIRT supports local authorities and manages the event on behalf of the University, per policy. CIRT works with departments to determine the best course of action and response.

The director of Counseling and University Counsel provides guidance for assistance in coping with workplace violence.

Members of the University community can assist in the safety of the overall community by cooperating fully with instructions given by Unified Command in conjunction with local authorities.

CIRT monitors the incident and works with specific departments until the threat is mitigated.

Once the incident has been mitigated, an investigation may be pursued to determine the cause of the incident.

Once all investigation has been completed, local authorities return the site to CIRT for internal review and investigation. Once completed, CIRT returns the site to the department involved.

**Suggested review to prepare for workplace violence incidents:**

- Departments should review DU’s Workplace Violence Policy found on the Human Resources Web site.
- Departments should confirm all managers have taken “Workplace Law” along with annual updates through HR Organizational Effectiveness.
- If a University staff or faculty member is aware of any type of potential workplace violence concern, please seek assistance from the following resources before an incident occurs:

  Counseling and Behavioral Health . . . . . . 303-871-3511  
  Campus Safety Victims Assistance . . . . . . 303-871-2334  
  Ombuds Office . . . . . . . . . . . . . . . . . . . . . 303-871-7420  
  Human Resources . . . . . . . . . . . . . . . . . . . . 303-871-7420