Emergency Operations Plan

COMMUNITY COLLEGE OF DENVER

Created on:

October 1, 2014

(updated September 6, 2019)

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Promulgation Statement

The Community College of Denver's (College or CCD) Emergency Operations Plan (Plan) has been designed as a contingency plan for College personnel in order to plan for campus emergencies. Throughout this document, the term campus will refer to Auraria, Lowry and AMC unless otherwise specified. While this Plan is not intended to cover every conceivable situation, it does supply basic administrative guidelines necessary to cope with most emergencies.

The Plan is written with explicit interest to the welfare and safety of the students, faculty, staff, and visitors to the College. It provides the opportunity to be better prepared for and to quickly recover from disaster(s), thereby saving lives, resources and College assets.

In accordance with the United States Department of Homeland Security Presidential Directive (HSPD) 5, College responsibilities outlined in this Plan will follow the National Incident Management System (NIMS) protocols. NIMS provides for proper coordination between local, state, and federal organizations in emergency response. Furthermore, an Incident Command System (ICS) will be established and utilized in all on-scene management of emergency events.

All administrators whose responsibilities and authority cover the operational procedures found in this Plan will follow college procedures. Campus emergency operations will be conducted in accordance with this Plan. Any exception to these crisis management procedures will be conducted by, or with the approval of those College administrators directing and/or coordinating the emergency operations.

All requests for procedural changes, suggestions, or recommendations to this Plan will be submitted in writing to the Director of Facility Services (Director). The Director will submit changes to the Plan in writing to the Vice President of Administrative Services and CFO for evaluation and adoption.

The College's Plan, as adopted below, supersedes any previously developed and/or implemented procedures that reference campus-wide emergency situations that had been in effect. This Plan will be reviewed and updated annually each October.

> *Signature panel hidden for security*
> *Original signature on file at CCD*

Distribution

The Plan will be placed on the College's web site and is the responsibility of each employee to review and understand its content. Changes to the Plan will be communicated to staff through the College's Weekly Updates. In addition, the College will provide an electronic copy of the Plan to the:

- President – Colorado Community College System
- Executive Vice President – Auraria Higher Education Center
- Police Chief – Auraria Higher Education Center
- Denver Police Department
- Denver Fire Department
- Aurora Police Department
- Aurora Fire Department

Record of Changes

Date	Description	Page No.	Date Distributed
1/19/2016	Updated names and phone numbers. Changed the snow closure language.	25, 27, 28 & 29	1/19/2016
9/6/2019	Updated names and phone numbers. Changed references to North to AMC. Updated enrollment numbers. Grammar updates. Updated snow closure contact information. Updated emergency notification information.	3, 8, 11, 18, 26, 28, 29, 30, 31, 33 & 35	9/6/2019

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Preface

The Community College of Denver (College or CCD) recognizes the importance of a comprehensive all-hazard planning in response to both incidents and federal mandates. Emergency management is an evolving field that now recognizes the unique vulnerabilities present on college campuses. CCD provides this Emergency Operations Plan (Plan) as a guidance document for all-hazard emergency management.

This Plan is a guide as to how the College responds to emergency situations. It is built upon scalable, flexible, and adaptable coordinating systems to align key roles and responsibilities across the College. It describes best practices for managing and coordinating incidents that range from minor incidents, to emergencies and catastrophic disasters.

This Plan is based on the principles of the National Incident Management System (NIMS), which provides a national template that enables federal, state, local, and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently.

Implementation of this Plan will require extensive cooperation, collaboration, and information sharing across all areas of the College, staff from the Auraria Higher Education Center (AHEC), and Lowry Campus, as well as local and state agencies that will assist CCD during major emergencies and disasters.

Portions of this preface are adapted from the National Response Framework, January 2008.

I. Introduction

The Community College of Denver (College or CCD) has developed this Emergency Operations Plan (Plan) to provide guidance to a variety of crisis situations. The Plan is flexible so that parts or all of it may be activated, depending on the situation. The College will create an Emergency Planning Committee (EPC) to review the Plan each year with input from Auraria Higher Education Center (AHEC or Auraria) personnel, staff from the Colorado Community College System (System or CCCS), and local first responder agencies. The purpose of the review is to add new programs and action steps as needed to mitigate potential crisis situations and protect students, staff, and faculty, as well as community members while on College property.

II. Scope

This Plan applies to the buildings, grounds and those who work, attend classes, and visit the various CCD campuses. CCD staff will work in collaboration with AHEC, CCCS, and others in responding to emergencies on the Auraria Campus and at the College's Lowry Campus and its other off-site locations. The College recognizes that local, national, or world events such as widespread severe weather damage or acts of terrorism could affect CCD.

III. Situation

Located in Denver, Colorado, the Auraria Campus is an academic environment shared by three separate and distinct institutions of higher education: Community College of Denver (CCD), Metropolitan State University of Denver (MSU Denver) and the University of Colorado Denver (UCD). The collective student population is nearly 50,000 with an additional 5,000 faculty and staff. AHEC is a separate state entity whose role is to provide and manage shared services, facilities, and property to support the institutions in achieving their mission and goals. CCD has an approximate enrollment of 9,000 students and 550 faculty and staff and has six (6) buildings in its neighborhood:

- Confluence – 800 Curtis Street (Dedicated CCD Building).
- Cherry Creek – 1111 West Colfax Avenue (Dedicated CCD Building).
- Boulder Creek – 950 10th Street (Shared Building).
- Clear Creek – 1030 St. Francis Way (Dedicated CCD Building).
- Bear Creek – 855 Champa Street (Dedicated CCD Building).
- Auraria Early Learning Center – 950 9th Champa Street (Dedicated Auraria Building).

The College occupies two (2) buildings on the Lowry Campus, which is located in northwest Denver. The College serves approximately 400 students and has 75 faculty and staff.

- Building 753 – Dental Hygiene Program
- Building 849 – Center for Health Sciences

Community College of Denver's Advance Manufacturing Center (AMC) is located at 2570 31st Street in northwest Denver and houses the machining and welding program. This site serves 75 students and 10 faculty and staff.

IV. Planning Assumptions

- The responsibility for emergency preparedness rests first with each individual. CCD students, faculty and staff must ensure they are prepared for emergencies and disasters that may occur at or around the campus.

- The primary responsibility for emergency preparedness within the College rests with the President. The President will delegate others in the College to assume lead roles in assisting with any emergency.

- During the first 72 hours after a major disaster, CCD must be prepared to respond without assistance from outside agencies. For planning purposes, assume:

  o Extensive damage to your building(s) has occurred.
  o Telephones (including cellular phones) are inoperable.
  o Computers and other equipment are inoperable.
  o The organization's offices are intact, but not accessible.
  o Files and hard copy records are not accessible.

- Periodic testing of disaster plan effectiveness will be required.

- Proper training of Campus personnel for disaster response will be required.

- The successful recovery of essential mission functions will be directly proportional to completion of essential mitigation and preparation efforts.

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- Confluence houses IT infrastructure that is essential to the operations of CCD; special consideration should be given to any situation that threatens the delivery of these services.

V.   Purpose

This Plan serves as a guide for all CCD personnel in the event of an emergency at the College, including any situation requiring the closing of a campus or the suspension of classes. While no plan can cover every possible situation or emergency, this Plan describes basic actions necessary to protect personnel and property and to enhance the capability of the CCD response in coordination with local emergency response agencies.

Specifically, this Plan outlines emergency management actions and resources required to:

- Minimize loss of life and property damage.
- Care for the health and safety needs of personnel.
- Maintain law and order and a safe working environment.
- Restore essential services.
- Provide for continuity of operations.
- Provide recovery operations to expedite the return to normal operations and resumption of class.
- Provide timely and accurate information to the public and the media.

VI.   Training and Certification Standards

In compliance with the Homeland Security Presidential Director (HSPD-5), all federal departments, state, local and tribal government agencies are required to adopt the National Incident Management System (NIMS) and use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities.

The Governor of the State of Colorado signed an executive order (Colorado Executive Order D-011-04) on December 6, 2004, which established the NIMS as the state standard for incident management.

CCD is committed to supporting the welfare of its students, faculty, staff, and visitors. Preparing a crisis/emergency response plan and allocating resources to respond to possible emergencies is one way in which CCD offers this support. The following training programs support both personal

and professional development for employees. This Plan is located on the College's website and the Employee Quick Reference for Emergency Procedures is available as a desk-side reference for employees.

All personnel who are defined as emergency responders or emergency management personnel are required to train and/or be certified to minimum levels of competency as required Homeland Security Presidential Directive-8 (HSPD-8) and U.S. Department of Education guidelines.

The Federal Emergency Management Administration (FEMA) has independent self-study courses available for individuals who have emergency management responsibilities. The courses are interactive classes you can take online. Each course includes lessons with practice exercises and a final exam at the end. Upon passing of the course a certification is awarded. All personnel designated should complete assigned courses within six (6) months of being placed on the Incident Command Team.

- Building wardens are required to complete NIMS introductory courses IS-100.He and IS-700.A.
- Personnel assigned roles on the Incident Command Team and Senior Staff are required to complete NIMS introductory courses, IS-100.He, IS 200, IS-700.A, and IS-800.

Auraria Campus

CCD will coordinate with the Auraria Police Department (APD) an appropriate tabletop, functional and/or full-scale exercise for any campus building to test the Plan. CCD will facilitate Building Warden training.

Lowry Campus

Lowry Campus Security will facilitate an appropriate tabletop, functional and/or full-scale exercise for any campus building to test the Emergency Operations Plan. Lowry Campus Security will facilitate Building Warden training.

Advance Manufacturing Center

CCD will coordinate with the Denver Police Department (DPD) an appropriate tabletop, functional and/or full-scale exercise for any campus building to test the Plan. CCD will facilitate Building Warden training.

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VII. Constituencies

During a crisis, a number of key constituencies must be considered in order to accomplish CCD goal of minimizing injury and/or damage and preserving the Campus' reputation, integrity, and image. The opinions and actions of each audience have varying degrees of influence on the operations of the CCD.

CCD's key constituents during a crisis include the following:

- Students.
- Faculty and Staff.
- Neighbors of the Auraria Campus, Lowry Campus, and AMC.
- General public and surrounding communities.
- Significant others of students, faculty and staff.
- Other closely College affiliated entities (Foundation Board, Advisory Council, etc.).
- State Board for Community Colleges and Occupational Education.
- Local news media, regional and national news media (depending upon the situation).
- Local, State and Federal Government Officials.
- K-12 constituencies where appropriate.

VIII. Levels of Emergencies

Each incident will be classified by Level according to its potential impact, severity and response.

Level	Type of Emergency	Response	Examples
1	**(Minor Incident):** Any incident that does not seriously impact the overall functioning of the Campus such as a small fire, minor plumbing problem, minor hazardous material incident, inoperative elevators or severe storm/weather watch. While there may be some damage and/or interruption,	The designated authority shall be advised of the situation and be prepared to take action should the situation worsen. The appropriate security agency (APD, Lowry Security) may be contacted when such incidents occur outside of regular business hours.	Broken water pipes, faulty locks, minor hazardous material incident, inoperative elevators or severe storm/weather watch, etc. should be reported to Facilities. Problems with telephone service or other technology issues should be reported to the College Help Desk.

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Level	Type of Emergency	Response	Examples
	the conditions are localized and activation of the Plan is not needed.		
2	**(Emergency):** Any incident that disrupts or may potentially disrupt an entire building or disrupts the overall operations of the Campus.	The designated authority will activate the Plan and possibly the Emergency Operations Center.	Major fire, serious crime on Campus, partial infrastructure failure, severe storm/weather warning, or major power outage for which outside emergency services are required.
3	**(Disaster):** Any event that seriously disrupts or halts Campus operations. Includes community-wide emergencies that potentially impact Campus operations. In a disaster, the Campus sustains casualties and/or severe property damage.	The designated authority will activate the Plan and Emergency Operations Center. Disasters must be reported to APD on the Auraria Campus, Security Office on the Lowry Campus and 9-1-1, if necessary.	Severe natural disasters, serious acts of terrorism, or widespread extended power outages. Disasters are emergencies that require outside resources to effectively control the situation and restore the Campus's ability to function normally.

IX. Incident Command Team

The Incident Command Team (ICT) comprises a cross-disciplinary group of CCD personnel and other personnel, as deemed appropriate. This group works to ensure appropriate responses at the College. It directs, coordinates, and provides the necessary support for emergency response activities.

ICT Responsibilities include:

- Implement policies and decisions and coordinate response to the emergency situation.
- Provide for the well-being of recovery personnel.
- Ensure teams are carrying out responsibilities.
- Make recovery decisions based on any documented recovery priorities and communicate to the recovery teams.
- Recommend how these priorities can be achieved, and which may need to be revised.
- Assist in assigning the appropriate tasks needed to achieve strategic recovery goals and objectives.
- Ensure critical vendors, regulatory bodies, and other identified key stakeholders are notified of the situation in a timely manner.
- Assist in determining the number of staff available to assist in the recovery and how many are necessary.
- Maintain and monitor the recovery schedule.
- Coordinate local recovery efforts and restore the affected facility back to "business as usual".

Incident Command Team Structure — Incident Command System

The ICT employs the Incident Command System (ICS) as the model for organization and communication flow to manage emergencies. ICS is now the required operating methodology for all federal/state/local agencies in the United States, and is part of the National Response Plan (NRP) and NIIMS.

Incident Commander

The first person on the scene is the Incident Commander (IC) until he or she relinquishes the role to an ICT member or emergency personnel. The IC is the "decision maker" for all issues during the declared emergency. The IC will use these guidance procedures, available resources, and his/her best professional judgment to protect the health, welfare and safety of all individuals on campus and property.

The ICT will activate whenever appropriate to respond to any emergency on any CCD campus or site. If the incident exclusively affects CCD buildings and operations, then the incident will be handed over to the CCD ICT when appropriate. Any time the incident affects the entire Auraria Campus, the AHEC ICT will be the lead command throughout the incident. Incidents affecting the

Lowry Campus, the Lowry ICT will be the lead command throughout the incident. At AMC, the first responder representing the College will be the lead command during an incident.

Command

The Command team has the responsibility and the authority to direct all response and recovery activities, and is responsible for overall implementation of the Plan. It is led by the V.P. of Administrative Services and CFO who generally serves as the (IC). Responsibilities include setting priorities and determining incident objectives and strategies, developing action plans, implementing policy decisions, coordinating the work of the EMT teams, approving resource requests, authorizing information release to the media, and ensuring after-action reports are completed.

Members of Command include, but are not limited to the following:

- President
- V.P. of Administrative Services and CFO
- Provost
- Public Information Officer
- Facilities Director
- Director of Information Technology
- V.P. for Enrollment Administration and Student Success
- Others as needed

The Public Information Officer (PIO) is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external audiences. The PIO will be responsible for contacting the System Office PIO to advise them of the incident.

APD and Lowry Campus Security will be asked to monitor incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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Other incident teams include:

- **Operations**

  The Operations team is responsible for all tactical activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Lifesaving and responder safety are the highest priorities and first objectives of the Operations team. This team comprises the "doers."

- **Logistics**

  The Logistics team is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources. This team also provides facilities, security (of the incident command facilities and personnel), transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required. This team comprises the "getters."

- **Academics/Planning**

  The Academic/Planning team collects, evaluates, and disseminates incident information and intelligence to the IC and incident management personnel. This team then prepares status reports, displays situation information, maintains the status of resources assigned to the incident, and prepares and documents the action plans, based on the Operations team input and guidance from the IC. This team comprises the "thinkers."

- **Finance**

  The Finance team is responsible for on-scene or incident-specific finance and other administrative support services. Some of the functions that fall within the scope of this team are recording personnel time, maintaining vendor contracts, administering compensation and claims, and conducting an overall cost analysis for the incident. Close coordination with the Planning and Logistics teams is essential so that operational records can be reconciled with financial documents. This team comprises the "payers."

The College will begin to identify positions that will play an active role in each team noted above.

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X.   Emergency Operations Center

CCD facilities reside on shared campuses; as such, primary responsibility for responding to an emergency situation will reside with the appropriate campus authority. On the Auraria Campus, it will be APD/AHEC. At Lowry, it will be Campus Security.

In the event an emergency situation warrants the establishment of an Emergency Operations Center (EOC), CCD will house one on the Auraria Campus. To the extent possible, the EOC is equipped with technology to facilitate communication and response to an emergency situation. The EOC is staffed by the ICT. When the ICT is activated, team members will be contacted by all methods available to report to a specified EOC.

Primary – Cherry Creek Building Room 303
Back-up – Administrative Building Room 310G
Lowry Campus – TBD by Lowry ICT

XI.   Activating the Response

The President or his/her designee shall declare an emergency when, upon recommendation of the appropriate campus authority, it is deemed necessary to activate emergency procedures and/or close all or part of the CCD facilities.

Their duties may involve some or all of the following:

- Assess the emergency.
- Provide immediate and appropriate response.
- Determine operating status of the campus.
- Activate the Incident Command Team.
- Notify senior staff members of the situation.

The following is the list in order of successions as to who has decision-making responsibility in case of an emergency at the CCD.

1. President
2. V.P. for Administrative Services and CFO
3. Provost
4. Deputy CFO

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5.   V.P. for Student Services

In case of an emergency situation, the primary gathering point will be Room 303 in the Cherry Creek Building. Should this be inaccessible, the secondary gathering will be Room 310G in the Administrative Building.

XII.   Phone Tree – IC Teams/Support Teams (Appendix B)

Reference as an attachment for internal use only. (To be completed as teams are formed).

XIII.   Building Wardens (Appendix C)

Building wardens are College employees designated to assist staff and students during evacuation drills and actual emergencies. They are familiar with the nearest fire alarm station and nearest emergency exits. Building wardens provide assistance to those who need help evacuating (when safe to do so), and ensure that all individuals have been instructed to leave the building.

XIV.   Emergency Communication Plan (Appendix D)

The President or his or her designee will be responsible for activating the Emergency Communication Plan. The PIO will be responsible for notifying external parties through the media and websites.

- Internal – Staff, faculty, and students will be notified of emergencies which significantly disrupt operations by using all methods available. These include: email, building wardens, the emergency mobile notification system, local media, and the CCD website.

- External – All communications with the media relating to an emergency situation will be handled by the College PIO in conjunction with their counterparts at the System Office and AHEC.

XV.   Training and Development

- CCD will conduct a minimum of one fire/evacuation drill per building each fiscal year. Drills will be conducted during both day and evening hours. Whenever possible, drills will be conducted with the assistance of the appropriate police or fire department. All

members of the campus community who are present in the affected building at the time of the drill will be required to participate.

- CCD performs a minimum of two tabletop exercises each fiscal year. In these exercises, the ICT members are seated at a table to talk through an emergency situation.

- The ICT will appoint a subcommittee (Emergency Planning Committee) to review all aspects of emergency preparedness for each of its locations.

- The Human Resource Office will notify the Facilities Director when a member of the ICT or a building warden is unable to participate in their current role due to a departure, medical reasons, or other situations.

- All ICT and building warden positions would be reviewed annually to ensure that all positions are filed with productive members that are full competent and trained to participate in selected roles.

XVI. Recovery Procedures

The College is currently working to develop a Continuity of Operations Plan (COP). Once developed, the College will activate the COP when needed. Plans will be established so that all essential functions will continue to operate in the event an emergency situation disrupts Campus operations. Plans will be reviewed on an annual basis. The COP does not apply to temporary disruptions of service.

XVII. Procedures Guidebook

Emergency procedures guidebook has been developed by AHEC for CCD staff and faculty located on the Auraria Campus. Likewise, CCCS has published the same for faculty and staff on the Lowry Campus. The guidebook provides a quick and easy reference for employees faced with an emergency situation. Topics covered in the guidebook include situations such as injury or illness, bomb threats, fire procedures, and tornado procedures. Additionally, key phone numbers and contact information for staff use are also included. The EPC will review the guidebook each year and provide recommendations to the proper campus authority for new programs and action steps as needed to mitigate potential crisis situations and protect students, staff, and faculty, as well as community members while they are on campus property.

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XVIII. Response to Emergencies

The response to any emergency will vary with several factors, including the extent of the emergency, type of emergency, and the time required for the response. General responses are listed by type of emergency. Priorities need to be addressed and emergency needs met.

CCD Emergency Response Priorities

1. Preservation of human life.
2. Preservation of campus facilities and property.
3. Security and preservation of the area and/or potential crime scene.
4. Restoration of academic programs.

Standard Response for all Emergencies

- Assess whether outside help is needed and arrange for assistance.
- Evacuate any endangered persons.
- Rescue persons that cannot evacuate.
- Provide emergency medical care for the injured.
- Activate Incident Command Team when appropriate.
- Notify appropriate administration officials.
- Take steps to contain the emergency and prevent damage to the environment.
- Mitigate further damage to property.
- Assess damage.
- Secure area.
- Provide for non-emergency medical care.
- Make emergency repairs to facilities and utilities.
- Disseminate accurate information about the emergency.
- Prepare to resume academic mission.
- Provide for after-care, such as counseling, replacement of damaged personal property, and debriefing.

XIX. Continuity of Operations Plan

Currently under development.

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XX.   Procedures for Specific Emergencies

NOTE: The following procedures are supplemented by checklists and desk-side Emergency Procedure flip charts which are internal to the Campus as they may contain sensitive information.

General Emergency Lockdown Procedures

- A "Campus Lockdown" or "Shelter-in-Place" emergency is declared by Campus Security when it may be more dangerous to evacuate the campus than to stay in assigned rooms or buildings. Threats that trigger an emergency lockdown are likely life threatening.

- Examples of situations that may cause a campus lockdown include violent or potentially violent behavior exhibited by an individual, uncontrollable acts of aggression, a person or persons threatening with a gun or other deadly weapon, active shooter, robbery in progress, terrorist attacks, hostile intruder, etc.

- The campus authority of the affected campus will activate the Emergency Communication Plan to alert building occupants of a lock down. The Director of Manufacturing will alert occupants of AMC of a lock down at that facility. Fire alarms should not be sounded.

Action Steps:

- Lock all interior and exterior classroom and office doors.
- Close all windows and window treatments.
- Turn off lights.
- Account for everyone in the classroom or office.
- Everyone should remain quiet and not enter hallways. Leaving a room is a personal decision and should be based on the individual situation.
- Crouch down in areas that are out of sight from doors and windows.
- If a gunshot is heard, stay near the floor and shielded under or behind furniture as much as possible.
- Individuals in hallways should seek shelter in the nearest open classroom or office.
- Individuals in outdoor areas should immediately take cover.
- Any medical emergencies on the Auraria Campus should contact APD at 303-556-5000 as soon as possible.

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- Any medical emergencies on the Lowry Campus contact Campus Security at 303-419-5557 as soon as possible.
- Medical emergencies at AMC are to be reported to Denver Police and Fire by dialing 911.
- The lockdown will remain in effect until cancelled by responding emergency personnel.
- Should the fire alarm sound, do not evacuate the building unless:
  - You have first-hand knowledge that there is a fire in the building.
  - You are in imminent danger.
  - You have been advised by responding emergency personnel to evacuate the building.

General Evacuation Procedures

An evacuation may be ordered for events such as fire, bomb threats, hazardous material accidents, utility failures, or in any situation where it is safer to evacuate than to stay in the building.

Action Steps:

- Leave building and move to a designated/marked evacuation assembly area.
- Individuals unable to exit the building without assistance should move to the nearest marked safety zone.
- All instructors including evening and weekend instructors are responsible for seeing that students are properly evacuated during an emergency and for following all emergency directives.
- Account for all personnel/students once outside, and report any missing persons to the fire department.
- Inform emergency responders of the location of any individuals unable to exit the building, along with their last known condition.
- The President will activate the Emergency Communication Plan.
- Building occupants should not return to the building until responding emergency officials declare the building and area safe.

Bomb Threats

According to law enforcement and security professionals, most bomb threats are false and/or prank. Nevertheless, all threats MUST be taken seriously.

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Action Steps

- If a bomb threat is received by telephone, use the Bomb Threat Checklist in the Emergency Procedures Guidebook and notify APD at 303-556-5000 on the Auraria Campus; on the Lowry Campus contact Security at 303-419-5557; and those at AMC should contact Denver Police by dialing 911 as soon as possible. Guidebooks should be located next to every telephone.
- If a suspicious package, container, or object is found, report it immediately to Campus Security. Do not touch, move, or open it and keep others from doing the same.
- Decisions about evacuating, searching, and re-entry to the building will be made by the campus administration in coordination with responding emergency officials.
- Building wardens and personnel may be called on to search their area for suspicious items.
- If instructed to evacuate, take purses, briefcases, etc. with you to make the search easier.
- Do not return to or re-enter building until instructed by officials that it is safe to do so.

Fire

Early detection and reporting of fires are keys to limiting the fire, containing it, and putting it out. Activated fire alarms will be treated as an actual fire. When the fire alarm system is activated, audible alarms will alert building occupants. When a fire alarm sounds, building wardens will assist in evacuating personnel from the premises.

Action Steps

- Activate the building fire alarm.
- If safe to do so, evacuate the building following general evacuation procedures.
- Close, but do not lock, all doors including door to the room where the fire is located.
- Call 911.
- On the Auraria Campus, call APD at 303-556-5000.
- On the Lowry Campus, call Campus Security at 303-419-5557.
- At AMC, contact Denver Fire by dialing 911.
- Fight fire only if not life endangering and if an appropriate fire extinguisher for the type of fire is available.
- Building wardens will assist students, staff, and faculty during evacuation.

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Explosion

Explosions in campus facilities can occur as a result of building operations, classroom activity, or terrorist act. The extent of damage, destruction, fire, casualties, and operational disruptions depends on the type and magnitude of the explosion.

Action Steps

- If an explosion occurs or has possibility of occurring, the staff or faculty member involved will activate the fire alarm and immediately order the evacuation of the building.
- Call 911.
- On the Auraria Campus, call APD at 303-556-5000.
- On the Lowry Campus, call Campus Security at 303-419-5557.
- At AMC, call 911.
- The President will activate the Emergency Communication Plan.
- Building occupants should not return to the building until responding emergency personnel declare the building and area safe.

Hazardous Materials Accidents

- Hazardous materials are defined as materials or substances that pose a risk to the safety and health of the community or environment when released from a container. Hazardous materials include chemicals, gases, flammable liquids, radioactive substances, and biological substances. Hazardous materials are used for normal building operations, and in the course of some classroom activities. Should a spill, accident, inadvertent release, or dumping of any hazardous materials occur at any campus facility, immediate action is required.

- Users of hazardous materials must follow all Federal, State and County regulations. Users must read and understand the producer/manufacture instructions and have written instructions or procedures on the use and disposal of hazardous materials.

Action Steps

If you suspect that a harmful substance has been released or spilled, unless properly trained, do not attempt to clean up the hazardous spill.

- Secure the area around the substance and leave the area.
- Contact the appropriate authority (APD at 303-556-5000, Lowry Campus Security at 303-419-5557 and at AMD, Denver Police & Fire at 911) and provide specific information about the substance involved.
- The Facilities Manager in collaboration with the Deputy CFO will determine if HVAC system should be shut down, buildings evacuated, and emergency responders notified.
- If the fire department is contacted and responds, they will attempt to further assist in identification of the substance, decide if further evacuation is necessary and return the building to normal operations when it is deemed safe.
- If evacuation is ordered, the President will activate the Emergency Communication Plan.
- Suspicious odors should be reported to the appropriate authority (APD at 303-556-5000, Lowry Campus Security at 303-419-5557 and at AMD, Director of Manufacturing at 303-853-9517 or the Structural Trades II at 303-289-1746.

Severe Weather

The National Weather Service can usually forecast weather that could affect the operations of the Campus or threaten the safety of students and employees.

Tornado

- Tornado watch means that conditions are favorable for the development of tornadoes in, and close to, the watch area. During a watch, people should review tornado safety rules and be prepared to move to a safe place if threatening weather approaches.

- Tornado warning is issued when a tornado has been sighted or indicated on radar. Public warnings will come over the radio, TV, or outdoor warning sirens. The sounding of outdoor warning sirens constitutes the official and immediate notice to move to a place of shelter. The campus will provide supplemental information of severe weather by using various methods of communication.

Actions Steps

- Immediately move from the perimeter of the building and exterior glass – if applicable, close doors when leaving the room.
- Go to designated severe weather shelter areas.
- Do not use elevators.

- Do not use the telephone to get information or advice. This only ties up circuits. Updated information will be passed along by Campus Security, building wardens, or other various methods of communication as often as possible.
- Keep calm and stay quiet.
- Wait for the "all clear" announcement to be given before returning to your work area or leaving the building.
- In the event of major damage, evacuation procedures will be implemented.

Snow Closure

It is the goal of the College to remain open and operational at all times. However, winter weather conditions occasionally require a delayed start or campus closure. The decision to delay opening or to close the Auraria Campus is made by its Executive Vice President, only after consulting with Presidents of CCD, MSU Denver, and the UCD Chancellor. For Lowry Campus, the decision rests with the President of the System Office, and/or the College President depending on the specific circumstances and at AMC will be the decision of the College President. Factors involved in the recommendation include the Campus's ability to remove snow from campus parking lots and walkways and judgments about the ability of students, staff, and faculty to safely travel to and from the campus.

Action Steps

- During normal business hours: Early closure will be announced through e-mail, in person, CCD website, emergency mobile notification system, and local media.
- Outside of normal business hours: Delay start times or Campus closure will be announced through e-mail, CCD website and local media.
- The CCD snow closure hotline (877.556.3637) will also have the latest information regarding campus closures and is accessible at any time.

Utility Failures

Utility disruptions can adversely affect the ability of the Campus to deliver instruction or maintain the safety of students, staff, and faculty. Upon notification that a situation exists, the Facilities Manager in collaboration with the Deputy CFO will determine the nature, scope, and duration of the disruption. In the event of an extended power outage or confirmed gas leak, the President will activate the Emergency Communication Plan.

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Gas Leak/Suspected Gas Leak

Action Steps

- In the event of a suspected natural gas leak, do not activate fire alarms or use telephones.
- Evacuate the building following general evacuation procedures.
- Suspected gas leaks on the Auraria Campus should contact APD at 303-556-5000 as soon as possible.
- Suspected gas leaks at the Lowry Campus contact Campus Security at 303-419-5557 as soon as possible with suspected gas leaks.
- Suspected gas leaks at AMC are to be reported to Denver Fire and Police by dialing 911.
- If a natural gas leak is confirmed, the appropriate security authority will contact Xcel Energy; maintenance will shut down the HVAC system, and notify emergency responders.

Power Outage

Actions Steps

- In case of power outage, do not use the elevator. If trapped in an elevator, use the emergency phone and call for help.
- Move cautiously to a lighted area. Evacuations will be made as necessary.
- If possible, turn off and unplug computers and other voltage sensitive equipment.
- In the event of an extended campus wide or area wide power outage during normal business hours instructions and information regarding closure will be provided to building occupants by building wardens, a member of the Campus Administration, Campus Security or Facilities Department.

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Appendix A

Incident Command Team				
Name	Position	Work	Mobile	
			Work	Personal
Dr. Everette J. Freeman	President	303-556-2412	303-350-0254	303-350-0254
Kathy Kaoudis	VP Admin. Services and CFO	303-352-3356	720-375-5124	303-518-1672
Ruthanne Orihuela	Provost/VP of Academic Affairs	303-556-3595	303-335-7975	720-532-4272
Kevin Williams	VP EASS	303-352-3059		404-805-2746
Chris Arcarese	Director, Information Technology	303-352-3032	720-234-2108	719-314-5474
Mike Miller	Deputy CFO	303-352-3315	303-263-1434	
Christa Saracco	Director, Marketing & Communication	303-352-3223	303-90-8208	303-903-8208

Team members for the following teams have not been identified. Once identified, a chart with each team member name, title, and contact information will be provided and the Plan will be updated.

- Operations Team
- Logistics Team
- Academic/Planning Team
- Finance Team

Appendix B
IC Team/Support Team

Level 1: Any incident that does not seriously impact the overall functioning of the Campus.

Examples: Broken water pipes, faulty locks, minor hazardous material incident, inoperative elevators or severe storm/weather watch, etc., should be reported to Facilities. Problems with telephone service or other technology issues should be reported to the IT Help Desk.

Area	Campus	Contact Information	
		Normal Business Hours	After Hours (5:00 p.m.)
Facilities Related	Auraria/AMC	303-556-3260	303-556-5000
	Lowry	303-595-1537	303-595-1558
Technology Issues	All Campuses	303-352-3030	303-352-3030

Level 2: Any incident that disrupts or may potentially disrupt an entire building or disrupts the overall operations of the Campus.

Examples: A major fire, serious crime on campus, partial infrastructure failure, severe storm/weather warning, or major power outage for which outside emergency services are required. Ensure all parties on the call list below are notified and apprised of incident.

Name	Position	Work	Mobile	
CALL 9-1-1 Afterwards immediately call Auraria Campus Police – 303-556-5000 Lowry Campus Security – 303-595-1558				
			Work	Personal
Dr. Everette J. Freeman	President	303-556-2412	303-350-0254	303-350-0254
Kathy Kaoudis	VP Admin. Services and CFO	303-352-3356	720-375-5124	303-518-1672
Ruthanne Orihuela	Provost/VP of Academic Affairs	303-556-3595	303-335-7975	720-532-4272
Kevin Williams	VP EASS	303-352-3059		404-805-2746

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Chris Arcarese	Director, Information Technology	303-352-3032	720-234-2108	719-314-5474
Mike Miller	Deputy CFO	303-352-3315	303-263-1434	

Level 3: Any event that seriously disrupts or halts Campus operations.

Examples: Severe natural disasters, serious acts of terrorism, or widespread extended power outages. Disasters are emergencies that require outside resources to effectively control the situation and restore the Campus's ability to function normally. Ensure all parties on the call list below are notified and apprised of incident.

CALL 9-1-1 Afterwards immediately call Auraria Campus Police – 303-556-5000 Lowry Campus Security – 303-595-1558				
Name	Position	Work	Mobile	
			Work	Personal
Dr. Everette J. Freeman	President	303-556-2412	303-350-0254	303-350-0254
Kathy Kaoudis	VP Admin. Services and CFO	303-352-3356	720-375-5124	303-518-1672
Ruthanne Orihuela	Provost/VP of Academic Affairs	303-556-3595	303-335-7975	
Kevin Williams	VP EASS	303-352-3059		404-805-2746
Chris Arcarese	Director, Information Technology	303-352-3032	720-234-2108	719-314-5474
Mike Miller	Deputy CFO	303-352-3315	303-263-1434	

Appendix C

Emergency/Evacuation Building Warden Duties

1. Be familiar with your assigned area, the occupants and exit routes.
2. Know the location of the fire alarms and fire extinguishers in your building. Classrooms and general office areas have posted maps indicating exit locations, fire alarms and fire extinguishers. Refer to map showing locations.
3. Know the operating features of the fire alarm pull stations.
4. Be familiar with the severe weather shelter locations in your building. Refer to floor plan posted in classrooms and general office areas showing marked areas.
5. Be familiar with the safety zone locations in your building. Refer to the floor plan showing marked areas. Individuals with disabilities may be waiting for assistance to exit the building in these areas. Safety zones are located at all marked exits and, where applicable, at stairway landings on each floor.
6. Know where your building assembly areas are outside the building. See map showing assembly areas.
7. Be familiar with all building warden duties and guidelines.
8. Always take your building warden vest when assuming building warden duties.
9. Wear your safety warden vest during all evacuations.
10. Assist in identifying an alternate person for your area when you are away for an extended period of time. Notify the Facilities Director when you will be away for an extended period of time and also confirm that the alternate person has been informed of your absence.
11. Sign up for severe weather email and phone alerts using appropriate building address at the appropriate College campus/site. The websites below offer notifications at no cost.
    http://www.thedenverchannel.com/severeweather/index.html
    http://www.auroragov.org/AuroraGov/Departments/Fire/OfficeofEmergencyManagement/049741
12. If you move to a different office location, please inform the Facilities team.

Evacuation Guidelines

The following guidelines apply to all evacuations; i.e. fire, bomb threat, utility failure, hazmat accidents, etc.

- Ensure all students, employees and visitors are safely evacuated from the affected area(s) including response to individuals unable to exit the building without assistance.
- Notify Facilities Department, Security and local agencies to provide support as necessary.
- Do not use building elevators, use nearest stairway.

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- Leave the building and move a safe distance away, preferably to the nearest assembly area. Do not obstruct emergency personnel or vehicles.
- Building wardens should check restrooms, classrooms, offices and common areas and notify employees and students of evacuation.
- Advise building occupants to take purses and backpacks when evacuating.
- Close doors but do not lock them.
- Check safety zones before exiting the building.
- You may return to a building when you are told it is safe to do so by Campus Security, Facilities Department, or responding emergency personnel.

Evacuation of individuals with disabilities:

- Remain calm and reassuring.
- Give assistance to individuals unable to exit the building without assistance. Ask them what their needs are.
- Request assistance from those near you if needed.
- Exit the building if possible; if not, proceed to the nearest safety zone. If safe to do so, ask someone to stay with the person(s) until emergency personnel arrive. Do not use the elevator in case of fire or emergencies that might affect electricity.
- If you must leave individuals unable to exit the building without assistance, inform emergency personnel or Campus Security of their location as soon as possible.
- Only in extreme circumstances where life and safety are at risk should an employee(s) attempt to evacuate an individual(s) who is unable to exit the building without assistance.

Severe Weather Warnings

The National Weather Service can usually forecast weather that could affect the operations of the campus or threaten the safety of students and employees. The City and County of Denver siren system is only activated when a tornado has been spotted by trained observers, or when the National Weather Service has issued a tornado warning for Denver County. Denver's sirens can be activated for the entire county or for specific affected areas and do not sound an all-clear tone. The City and County of Denver tests the sirens on the second Wednesday of each month at 11:00 a.m.

The City of Aurora has an all-hazard siren system. The siren system is activated for any type of hazard that could seriously affect the Aurora population. In the event the City of Aurora activates the sirens, residents will hear a 3-minute wailing tone. At the end of the threat, residents will hear a 30-second

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whoop tone to signify the all clear. Aurora's sirens are activated for the entire city, not specific areas. The City of Aurora tests the sirens once in the spring and once in the fall.

Tornado Warning Guidelines

- Instruct all individuals to move to a designated severe weather shelter area. If no time exists to get to a shelter, remain in an interior corridor away from windows and perimeter walls or take cover under sturdy furniture.
- Give assistance to individuals unable to move to a designated severe weather shelter area without assistance. Request assistance from those near you if needed.
- Assist individuals waiting for assistance to the nearest severe weather shelter area.
- Close doors when leaving the room but do not lock them.
- Do not use elevators.
- Campus Security will pass along updated information.
- Wait for the "all clear" announcement to be given before allowing individuals to return to their work area or leave the building.
- In the event of major damage, evacuation will be implemented.

Lockdown/Shelter-in-Place Guidelines

A "Campus Lockdown" or "Shelter-in-Place" emergency is declared by Campus Security when it may be more dangerous to evacuate the campus than to stay in assigned rooms or buildings. Threats that trigger an emergency lockdown are likely life threatening. Examples of situations that may cause a campus lockdown include violent or potentially violent behavior exhibited by an individual, uncontrollable acts of aggression, a person or persons threatening with a gun or other deadly weapon, active shooter, robbery in progress, terrorist attacks, hostile intruder, etc.

- Notice of a campus lockdown will be sent via the emergency mobile notification system. Campus Security may also notify building occupants.
- Lock all classroom and office doors.
- Close all window shades.
- Remind everyone to remain quiet and stay out of sight from doors and windows. Assist individuals with mobility disabilities to a safe area.
- Encourage everyone not to leave the room until instructed to do so. However, people may not be held against their will.
- If gunshots are heard, have everyone stay near the floor and shielded by furniture as much as possible.

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- Contact Campus Security as soon as possible with any medical emergencies.
- Use your best judgment in allowing access to any person needing protection.
- Lockdown will remain in effect until cancelled by officials.

Bomb Threat

- You may be called on to search your area for suspicious items.
- If decision is made to evacuate, refer to evacuation guidelines.

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I.   Purpose

The College's plan for an emergency situation determines how and by whom all communication internal and external will be disseminated.

II.   Crisis Communication Procedures

- Once the facts have been gathered and assessed by the core members of the Incident Team and a course of action has been determined, a statement for release to the media, based on the information available, will be the first priority.

- Media communications will be managed from the PIO in coordination with the College President, System Office and AHEC.

- The PIO will make a list of talking points for the official spokesperson for the College. The official spokesperson will be President of the College or his/her designated representative.

- The message will be conveyed to internal audiences via e-mail, via the website and the emergency and email.

- External audiences will be notified through press releases and press conferences (if needed). A statement will be prepared and recorded for all internal and external communication, placed on the main switchboard and the College's and AHEC's website. If necessary, the College's call center will be mobilized to handle incoming calls.

III.   Primary Duties of the Office of Campus Communications at CCD:

- To take immediate action:

  - To communicate with emergency personnel, key institutional decision makers, first responders and the media.
  - To determine what constituencies need to be informed about the situation both internally and externally.

- o   To obtain and accurately communicate the facts about the crisis.
- o   To minimize rumors, assess and handle controversial issues.

- •   To determine if the facts of the situation warrants a communications response.

- •   To help determine who is the key spokesperson(s) for the campus for the specific incident.

- •   To aid recovery from an incident, follow up with media and key constituents as deemed appropriate

IV.   Designated Media Contact

Only the designated spokesperson will make official announcements to the media. The President will be the designed spokesperson or a key person assigned by the President. A designated PIO will issue periodic statements to the media, conduct all communications with the media, and set up press conferences as required. The media contact will disseminate accurate information that has been approved for release. CCD personnel should direct all media inquiries to the assigned communication representative.

In order to limit the possibility of inaccurate information, only the designated communications representative(s) will release information. The potential compromise of CCD's position in a civil action resulting from the incident will be weighed before information is released.

The communications representative will work with the appropriate campus personnel to designate a safe place as a media point if needed. The communications representative will communicate with the media to give directions to that point and to inform them about any restricted areas. The media will be advised that they are to comply with the restrictions or risk being detained and/or arrested.

V.   Notification to Constituents

Appropriate details and actions taken by the campus during an emergency should be provided to students, staff and faculty first if possible. Other groups who may also get calls from the media should be informed. Constituents who should be contacted include:

- •   Students, employees and families.

- Parents of students.
- Main campus of all tenets.
- Colorado Community College System.
- Government offices and community leaders as appropriate.
- Media.

VI.   Protection of Privacy and Concerns for CCD Liability

CCD communication representative(s) will not release information about a student that is governed by the Family Educational Rights and Privacy Act (FERPA).

In the event criminal charges are pending, or there is criminal investigation, information will only be released if it does not interfere with subsequent legal proceeding and only after CCD's legal counsel has been consulted.

CCD will not release names involved in the event of injury or death until the next of kin has been notified.

VII.   What Should Not be Released

Speculative information should not be released unless proven and verified which includes:

- Number of deaths/injuries.
- What was damaged, if anything.
- Estimates concerning the extent of damage in dollars cannot be accurate during the first hours of an emergency and are best released when verified.
- Estimates concerning the length of time it will take to put a damaged facility back online.
- Speculation on cause and blame placed on any individual, agency or piece of equipment.
- Estimates of original costs.
- Comments on judicial or administrative processes in which findings have not been issued.
- CCD shutdown (if any).
- Possible effect on the community.
- Events as they transpired.
- Information involving military or Department of Defense personnel, facilities or contracts related to the disaster without the prior approval of appropriate public affairs personnel.

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VI.   What can be Released

Once proven and verified, CCD will release information about the following:

- Factual account of events as we know them.
- Background information.
- Update of events as they unfold.
- Actual cause of crisis.
- Course of action.
- Extent of physical damages.

Glossary

For the purposes of this Plan, the following terms and definitions, extracted from the National Incident Management System (NIMS) unless otherwise specified, may apply to this Plan.

Agency – An Agency is a division of government with a specific function offering a particular kind of assistance. In an Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Chain of Command – Chain of Command is a series of command, control, executive, or management positions in hierarchical order of authority.

College – For the purposes of this Plan, the term College shall be used wherever applicable to refer to a professionally accredited public or private institution of higher learning unless indicated otherwise.

Command – Command is the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Coordinate – Coordinate is to advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Emergency – Emergency, absent a Presidential declared emergency, is any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Operations Centers (EOCs) – An EOC is the physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

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Emergency Operations Plan – An Emergency Operations Plan is the "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Evacuation – Evacuation is the organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event – An Event is a planned, non-emergency activity. Incident Command System can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Hazard – A Hazard is something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident – An Incident is an occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Command System (ICS) – ICS is a standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC) – The IC is the individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Jurisdiction – Jurisdiction means a range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

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Liaison – Liaison is a form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer – The Liaison Officer is a member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Logistics – Logistics means providing resources and other services to support incident management.

Logistics Section – The Logistics Section is the section responsible for providing facilities, services, and material support for the incident.

Major Disaster – As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a Major Disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Mitigation – Mitigation is the activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

National Incident Management System (NIMS) – NIMS is a system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of

resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Procedure – The National Fire Protection Act defines a procedure as "an organizational directive issued by the authority having jurisdiction or a department that establishes a specific policy that must be followed."

Processes – Processes are systems of operation that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer (PIO) – The PIO is a member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Recovery – Recovery is the development, coordination, and execution of service and site restoration plans; the reconstitution of government operations and services; individual, private sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan – The Recovery Plan is the plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore an affected area.

Resources

Resources include personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Resource Management – Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource Management, under the National Incident Management System, includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit – The Resource Unit is a functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response – Response includes activities that address the short-term, direct effects of an incident. Response also includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer (SO) – The Safety Officer is a member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Standard Operating Procedure (SOP) – The National Fire Protection Act defines a SOP as "a written organizational directive that establishes or prescribes specific operational or administrative methods to be followed routinely for the performance of a designated operation or actions."

Strategic – Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Threat – A Threat is any indication of possible violence, harm, or danger.

Tools – Tools include those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Volunteer – For purposes of the National Incident Management System, a Volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when

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the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

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