Auraria Campus
Emergency Operations Plan (EOP)
“Basic” Plan
August 2017
Promulgation Statement

Barbara Weiske
Chief Executive Officer
Auraria Higher Education Center

Auraria Higher Education Center
EMERGENCY OPERATIONS PLAN
PROMULGATION

The primary role of the Auraria Higher Education Center's (AHEC) Office of Emergency Preparedness (EP) and the Auraria Campus Police Department (ACPD) is to provide for the safety and security of the staff, faculty, students, and visitors on the Auraria Campus. It is recognized that the welfare and safety of the Auraria Campus population is never more threatened than during disasters. The goal of EP and ACPD is to ensure that mitigation, preparedness, response, and recovery actions exist so that Auraria Campus public welfare and safety is preserved.

The AHEC Emergency Operations Plan (EOP) provides a comprehensive framework for campus-wide emergency management. It addresses the roles and responsibilities of AHEC departments, individual institutional departments and staff, and mutual-aid organizations and resources that may be activated to address disasters and emergencies on the Auraria Campus.

The AHEC EOP ensures consistency with current policy guidance and describes the interrelationship with institutional departments and staff, and mutual-aid organizations and resources. The plan will continue to evolve, responding to lessons learned from actual disasters, emergency experiences, planned large-scale events, ongoing planning efforts, training and exercise activities, and regulatory guidance.

Therefore, in recognition of the emergency management responsibilities of AHEC and with the authority vested in me as the Chief Executive Officer, I hereby promulgate the AHEC Emergency Operations Plan.

Barbara Weiske
Chief Executive Officer, AHEC
Stakeholder Promulgation Signature Page

Blaine Nickeson, Chief of Staff
AHEC

Jeff Stamper, Chief Operating Officer
AHEC

Michael Phibbs, Chief
Auraria Campus Police Department

Eric Leath, Manager
AHEC Emergency Preparedness & Recovery

Steven Monaco, Director
Health Center at Auraria (MSU Denver)

Ryan Broughton, Executive Director
Denver Office of Emergency Management and Homeland Security

Debra Thorson, Lieutenant
Fire Prevention Division, Denver Fire Department

James Robinson, Assistant Chief
Denver Health, Paramedic Division

Robert White, Chief
Denver Police Department

***Note – The signature page of this Emergency Operations Plan (EOP) DOES NOT place any liability on the signatory agencies, nor does it negate or supersede any current intergovernmental agreements with said agencies. The signature is simply an acknowledgement from each mutual-aid agency confirming they have reviewed this document, and agree that the operational functionality that is outlined within this plan is how they will operate during emergency operations on the Auraria Campus. This agreed collaboration between all primary and support response agencies is not only a National Incident Management System (NIMS) compliancy requirement, but also critical for a coordinated and effective response to any emergency incident that may occur on the Auraria Campus.
Approval and Implementation

This plan supersedes the AHEC Emergency Response Plan dated July 26, 2007.

The authority to revise, implement, or distribute aspects of this plan remains at the direction and discretion of the AHEC Emergency Preparedness Manager with approvals from the AHEC Chief of Staff, as required. In the event that individuals or departments desire to amend or revise portions of this plan or implementation strategy, all requests must be forwarded through AHEC EP for approval and coordination.

This plan will be reviewed biennially and any revisions to this plan will be shared among all emergency response entities involved in emergency operations or mentioned in this plan. A tally of revisions will be included in the “Introductory Material” section of this plan on the Record of Changes page. A tally of departments and/or individuals mentioned in this plan will be kept on the Record of Distribution page in the “Introductory Material” section of this plan; each copy will be assigned a document control number.

The transfer of management authority for actions during major incidents is done through the execution of a written delegation of authority from an agency to the incident commander, traditionally through an Incident Action Plan (IAP). This procedure facilitates the transition between incident management levels. The delegation of authority is a part of the briefing package provided to an incoming incident management team. It should contain both the delegation of authority and specific limitations to that authority.

With oversight and direction from the AHEC EOP, the AHEC CEO delegates authority to the below-noted individuals in the event that he or she is unavailable. The chain of succession in a major emergency or disaster is as follows:

1. AHEC Chief of Staff and/or Chief Operating Officer
2. ACPD Chief of Police and/or AHEC Emergency Preparedness Manager
3. ACPD Senior Commander and/or ACPD Emergency Preparedness Deputy/Liaison
4. AHEC Director of Facility Operations and/or Director of Facility Services and/or EHLS Manager

Date

__________________________
Barbara Weiske
Chief Executive Officer, AHEC
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I. Basic Plan

Purpose, Scope, and Assumptions

Purpose

The purpose of the AHEC EOP is to establish authority, responsibilities, and an organizational structure for responses to a major emergency, or to manage a large-scale event on campus. The AHEC EOP incorporates operating procedures from the NIMS and Incident Command System (ICS) for managing emergencies resulting from various potential disasters that could impact the Auraria Campus. Developed in March 2004, NIMS establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations.

The AHEC EOP has been designed as a strategic plan to provide the administrative guidance necessary to cope with most campus emergencies. In addition to the AHEC EOP, the campus’ overall ability to respond to, and recover from an emergency will rely upon the cooperative plans, policies, and procedures developed by our departments and partner Institutions.

The purpose of any EOP is to:

- Provide guidance to emergency responders and staff to perform essential emergency operations and response functions that will save lives;
- Establish responsibilities necessary to perform these functions; and
- Prevent, minimize and recover loss.

Scope

The AHEC EOP is a campus-level plan that provides guidance for emergency response of AHEC personnel and resources (and mutual-aid resources) during a major disaster. It is the official Emergency Operations Plan for AHEC and supersedes previous plans and precludes employee actions not in concert with this plan, or the emergency organization created by it.

Nothing in this plan shall be construed in a way that limits the use of good judgment and common sense in matters not foreseen or covered by elements of the plan or any appendices hereto. Additionally, this plan assumes that faculty, staff, students, and visitors on the Auraria Campus understand that individual preparedness is a key to being ready for emergencies. During large-scale emergencies, where local and state first responders may be delayed due to the scale and impact of the disaster, members of the Auraria Campus community should understand that emergency services could be delayed and they should take appropriate steps (emergency kit, family and friend communication plan, personal emergency plan, etc.) to prepare themselves to be self-sufficient for a brief period of time.

Numerous natural or manufactured disasters and hazards can affect the Auraria Campus and pose an actual or potential threat to public health and safety on the Auraria Campus. A comprehensive emergency plan is needed to insure the protection of students, faculty, staff, and the public from the effects of critical incidents and emergencies.
This plan may be activated in response to a regional or national crisis that affects the Auraria Campus or any of its stakeholders. Any emergency that affects students, faculty, and/or staff of the Auraria Campus community may be considered a campus emergency.

This plan is designed to enable faculty, staff, and students to successfully cope with campus critical incidents and emergencies. The overall ability of AHEC personnel and mutual-aid resources to respond to any incident will rely primarily upon preplanned procedures, Incident Action Plans, Business Continuity Plans, and existing or newly promulgated standard operating procedures/guidelines (SOP/SOGs) and directives.

This plan, while primarily local in scope, is intended to be able to support a comprehensive, national, all-hazards approach to domestic incident management across a spectrum of activities including mitigation, preparedness, response, and recovery.

**General Assumptions**

The AHEC EOP can provide a realistic approach to the problems likely to be encountered on campus during a critical incident, crisis, or disaster. Therefore, the following general assumptions can be made:

**An emergency may occur at any time**
A critical incident, crisis, or disaster may occur at any time of the day or night, weekend or holiday, and with little or no warning.

**Warning systems**
Effective prediction and warning systems have been established that make it possible to anticipate certain disaster situations that may occur throughout the jurisdiction or the general area beyond the jurisdiction’s boundaries.

**Emergency planning efforts**
It is assumed that any of the disaster contingencies could individually, or in combination, cause a grave emergency situation on the Auraria Campus. It is also assumed that these contingencies will vary in scope and intensity, from an area in which the damage is isolated and limited to one that is wide-ranging and extremely devastating. For this reason, planning efforts are made as general as possible so that great latitude is available in their application, considering they could occur in several locations simultaneously.

**Most incidents are handled locally**
Almost all incidents are handled locally, but some incidents may require the support and resources of off-campus city/county, state or federal governments, and/or private institutions, Non-Government Organizations (NGOs) and other entities.

**Mutual aid**
Assistance to the affected jurisdictions(s) by response organizations from another jurisdiction(s) is expected to supplement the efforts of the affected jurisdiction(s) in an efficient, effective, and coordinated response when jurisdiction officials determine their own resources to be insufficient. When a jurisdiction receives a request to assist another jurisdiction, reasonable actions will be taken to provide the assistance as requested.
Incident plans must be flexible
The succession of events in any incident are not fully predictable; therefore, this EOP and any Incident Action Plan (IAP) devised prior to or at the time of the event will serve primarily as a guide or checklist, and may require modifications in the field to mitigate injuries, damages, and/or to recover from the incident.

Outside resources or assistance may be delayed
An emergency or a disaster may additionally affect residents within close proximity to the Auraria Campus; therefore, city, county, state, and federal emergency services or resources may not be immediately available. In such cases, a delay in the delivery of effective off-campus emergency services may typically be expected for a period of up to 48–72 hours.

Media events must be properly addressed
Any incident that is likely to result in media coverage should be promptly reported to the AHEC Chief of Staff. During non-business hours, report these incidents to ACPD Dispatch; the ACPD Supervisor on duty will then make further notifications as they see fit. The accurate assessment of received information and its accurate reporting to all will negate the spread of unfounded rumors, panic, and the effects of misinformation.

Operational requirements must be sustainable
During any incident which is perceived to require operations for longer than 24 hours, mission essential personnel may be assigned to 12-hour shifts with cancellation of vacations, holidays, or regular time off from work shift assignments, as appropriate.

Communications are likely to be disrupted or compromised
During an emergency or disaster, there is a likelihood of the disruption of communications due to damage to related infrastructure or by the burdens placed on communications due to high levels of usage. This is especially true of cellular telephones. Prior agreements with cellular companies should be in place to secure usable operating channels during any emergency by arranging for Wireless Priority Service (WPS).

Declaration of a Campus State of Emergency (CSOE)
The decision to declare a Campus State of Emergency (CSOE) rests solely with the AHEC CEO or their delegate(s). Upon notification of a critical incident or emergency by the ACPD Chief and/or AHEC Campus Emergency Preparedness Manager, if the AHEC EO decides that a CSOE is necessary, it shall so inform the AHEC Campus Emergency Preparedness Manager, who shall, in turn, fully activate the AHEC Emergency Operations Center (EOC), and staff it appropriately in order to support campus emergency operations.

Direct all media inquiries to PIO
All media inquiries should be directed to an AHEC Public Information Officer (PIO). It is important that information provided to outside media persons be coordinated through the PIO to ensure consistency concerning communications about the status of the campus and/or its stakeholder organizations during a critical incident or emergency. If the incident involves entities from other jurisdictions, the external communications function of the PIO shall be coordinated through an established Joint Information Center (JIC).
Situation Overview

Characteristics

Location
Auraria is the largest campus by population in the State of Colorado. Three separate higher education institutions (University of Colorado Denver [CU Denver]; Metropolitan State University of Denver [MSU Denver]; and Community College of Denver [CCD]) collectively enroll approximately 45,000 students. The Auraria Higher Education Center (AHEC) is the organizing umbrella of the campus, managing property and shared services.

The three institutions share academic space and general services on the campus, located in the heart of downtown Denver. Denver is the capital and most populous city of the state of Colorado. It is located just east of the eastern foothills of the Rocky Mountains and earned its nickname as the “Mile-High City” due to its elevation of one mile, or 5,280 feet, above sea level.

Geographic
Denver is located in the center of the Front Range urban corridor, between the Rocky Mountains and the High Plains. The South Platte River bisects the city, and many creeks, small lakes, and reservoirs grace the metropolitan area.

The Auraria Campus is situated in northwest Denver, encompassed by the three intersections of Auraria Parkway (north-northwest of campus), W. Colfax Ave. (south of campus), and N. Speer Blvd. (east of campus). The South Platte River is located less than a quarter-mile from the Auraria Campus’ western border, flowing north by northeast, coming closest to the campus at the intersection of Auraria Pkwy and W. Colfax Ave. Cherry Creek runs parallel to N. Speer Blvd to the east of campus and intersects the South Platte River north of campus at Confluence Park.

Demographic
The highest campus census is during the fall and spring semesters. Fall semester runs from the third week of August until approximately the second week of December. Spring semester runs from the third week of January until approximately second week of May.

During peak fall and spring semesters, the approximate registered attendance of the combined campus is 45,000 students and 4,500 faculty/staff. However, the student full-time equivalent (FTE) number is actually closer to around 30,000 students, based on the theory that the average student is only on campus 2/3 of the time.¹

Designated Areas of Interest

- **Auraria Library**—Auraria Library is the only tri-institutional academic library in the nation, serving the students, faculty, and staff of the Auraria Campus, as well as members of the general public. Weekly, as many as 25,000 people utilize the Auraria Library.

- **Tivoli Student Union**—The Tivoli, a Denver landmark since 1870, is listed on the National Register of Historic Places. It serves as the student union to the Auraria Campus. The Tivoli is centrally located, and easily accessible on campus. The Tivoli has several rooms with capacities for as few as 10 people to as many as 700, and is used for staff meetings, business retreats, and social events. It also houses commercial operations including a tap room and production brewery, as well as academic brewing labs.

- **Tivoli Quad**—The Tivoli Quad is a nearly four-acre landscaped lawn and plaza area, just to the east of the Tivoli Student Union, which acts as a main outdoor gathering space for the campus community, as well as a welcoming public place for downtown residents, workers, and visitors. The Tivoli Quad features a large lawn for passive recreation, plenty of hardscaped areas for circulation and seating, a water feature, numerous trees and plantings, and other pedestrian amenities. The east side of the historic Tivoli building accommodates a cafe and beer garden with patios that overlook the plaza. The entire area is designed with large events in mind—such as commencement ceremonies—where lighting, A/V connections, and other features allow for the Quad to be transformed into an amphitheater, accommodating 12,000 seats.

- **St Cajetan's**—The Spanish Colonial St. Cajetan’s Church, built in 1925, once served as the focus of Auraria’s Spanish-speaking community until 1973 when the parish relocated due to the Auraria Campus construction. The landmark church is now a multi-purpose facility featuring a main hall and stage, which is used for lectures, concerts, recitals, and other community events.

- **Regency Athletic Complex**—The Regency Athletic Complex is utilized for a variety of intercollegiate athletics and campus recreation programs. This includes games, practices, tournaments, and associated athletic and recreational special events.

- **PE/Event Center**—The PE/Event Center is an indoor recreation facility for the Auraria Campus. The gymnasium can accommodate up to 2,700 people, and is often used for distinguished speaker or symposium events. The lobby can accommodate a large group of 250, but is also used for recreational activities or meetings. The Green Room overlooks the gym in the loft area and is used for business meetings, banquets, and fundraisers.

- **King Center**—The King Center is a performing arts complex that houses six performing spaces; a concert hall, recital hall, courtyard theatre, and three permanently assigned production studios. With the inclusion of various support spaces, the facility has over 180,000 square feet dedicated to the education and development of performing arts students. The King Center, because of its six performing spaces, can support many forms and sizes of entertainment.
• **Auraria Early Learning Center**—The Auraria Early Learning Center provides full- and part-time education and care programs for children 12-months to eight-years-old. It also provides a fully-accredited kindergarten program and a summer camp for children through age eight. The center serves the students, faculty, and staff of the Auraria Campus, as well as the community at large.

• **Health Center at Auraria**—The Health Center at Auraria is a tri-institutional entity that offers primary medical care, disease prevention, health education, wellness promotion, and various specialty services to students, faculty, and staff of the Auraria Campus.

• **Campus Village**—Campus Village is a four-story student housing complex located at 318 Walnut Street, adjacent to the Auraria Campus. Campus Village was designed as full-service student housing with food service, a fitness center, laundry facilities, community study halls, and a kitchen. The property has 230 residential units (685 beds) in the form of furnished studios and two- and four-bedroom apartments for students attending one of the institutions on the Auraria Campus.

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**Threat Hazard Identification and Risk Assessment (THIRA) Summary**

A hazard represents an event or condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural losses, damage to environment, business interruption, or other types of harm or loss.

The Auraria Campus THIRA identifies key vulnerabilities that provide for the basis of mitigation, preparedness, response, and recovery activities on the Auraria Campus. Hazards are identified and ranked according to natural, technological, or manufactured hazards. Ultimately, it’s how a hazard interacts with the Auraria Campus that determines the vulnerability of campus and from disasters. This process is completed on a biennial basis and coordinated by the AHEC Office of Emergency Preparedness.

From the planning perspective, AHEC develops priorities and comprehensive planning approaches based on the analysis of hazards and related interactions identified in the THIRA.

Probability assessed the likelihood of given events based on historical perspective and the current status of campus preparedness, facilities, and vulnerable populations. Severity was determined by assessing human impact, property impact, and business impact.

Top hazards, identified in the 2014 AHEC THIRA, most likely to impact the Auraria Campus (in order of priority):

1. Hail, lightning, tornado (highest priority)
2. Disease outbreak
3. Terrorism/directed mass violence
4. Earthquake*
5. Winter storm*
6. Civil disorder
7. Hazardous materials incident
8. Structure fire
9. Energy disruption
10. Extreme heat
11. Flooding (lowest priority)

*Earthquake and winter storm scored equally. Between the two, winter storm has the highest potential to occur, but the lowest potential of damage/casualties; earthquake has the lowest potential to occur (of all the hazards), but due to geologic survey and hazard simulation, earthquake has the highest potential for damage/casualties on campus.
II. Concept of Operations

General
The overall approach to emergency operations on the Auraria Campus is designed to promote and apply best practices and national standards of emergency management.

The following guidelines form the overall framework of incident response and emergency operations at Auraria:

- Emergency operations and related activities will utilize national standards and best practices of incident response and emergency management to include exclusive use of the National Incident Management System\(^2\) and Incident Command by all personnel employed by AHEC who are assigned roles and responsibilities during emergency operations.

- The Auraria Campus Police Department (ACPD) is the default emergency response authority at AHEC and will automatically assume tactical command of any emergency incident on campus using Incident Command System approaches to include use of a Unified Command structure when applicable.
  - ACPD Dispatch is the default authority at AHEC for managing all tactical emergency response communications for any emergency incident on campus. This includes processing requests from Incident Command for direct campus resources or local mutual-aid resources from Denver City/County Law Enforcement, Fire Department, and Denver Health EMS.

- Upon activation of the Auraria Campus Emergency Operations Center (EOC), emergency support services (i.e., Emergency Management, Admin/Policy, Facility Services, IT, Public Information) of AHEC, CU Denver, MSU Denver, and CCD will coordinate activities through the EOC fulfilling predefined roles and responsibilities described in portions of this plan or as assigned.
  - Campus organization and institution stakeholders (AHEC, CU Denver, MSU Denver, CCD) will provide appropriate EOC representatives, as needed, to coordinate activities and resources during all operational periods of an incident at the Auraria Campus.

  - All multi-agency coordination activities and external resources required to support an incident at levels above the responsibility/capability of ACPD Dispatch (resources outside Denver County, state/federal resources, and acquisition of private resources) will be coordinated and flow through the Auraria Campus EOC during all phases of emergency response.

- Planning for recovery will be implemented during and following the emergency response actions necessary to protect the campus population and property. Preparations will be made for rapid deployment of resources necessary to facilitate recovery.

A. Incident Management Standards and Coordination

AHEC operates in accordance with nationally accepted guidelines and best practices regarding emergency management and incident management, based on the following:

- National Incident Management System (NIMS)
- National Preparedness Guidelines
- CPG 201: Threat and Hazard Identification and Risk Assessment Guide

The National Incident Management System (NIMS), and subsequently the Incident Command System (ICS), establishes a clear progression of coordination and communication that begins at the Auraria Campus level to local, state, and federal levels of emergency management. Local incident command structures are responsible for on-scene tactical command and control of the incident. Support and coordination components consist of EOCs and multi-agency coordination entities. This fundamental structure between command and coordination outlines emergency operations at AHEC and across the United States as a whole.

EOCs serve to provide centralized locations for operational information sharing and multi-agency coordination in support of on-scene efforts. EOCs also aid in establishing priorities for resource allocation, resolving unit/agency conflicts, and providing strategic guidance to support incident management activities. In accordance with NIMS concepts, emergency response and policy issues are resolved at the lowest organizational level possible. If emergency response issues cannot be resolved at the lowest level, then they are forwarded to the next level for resolution.

The Auraria Campus is fortunate to have a wealth of resources at its disposal. These resources are incorporated into all levels of emergency management to include mitigation, preparedness, response, and recovery to formulate AHEC’s comprehensive emergency management program. This provides not only smart response, but also commonality between all levels of emergency management from AHEC to the national level. Ultimately, the use of NIMS and ICS standards allows AHEC to coordinate within the local, state, and federal emergency management frameworks.
B. Incident Command System

The local incident command structures are responsible for directing on-scene emergency operations and maintaining command and control of on-scene incident operations. If a disaster affects multiple widely separated facilities or jurisdictions, separate incident command operations and an area command may be set up.

Incident Command Structure Organization Chart

Incident Command/Unified Command

- PIO
- Safety Officer

Operations Section
Planning Section
Logistics Section
Finance / Administration Section

AHEC Emergency Operation Center (EOC)

Incident Command/Unified Command

Incident Command/Unified Command directs the incident management activities using strategic guidance based on Incident Objectives and operational response requirements.

Responsibilities and duties may include:

- Establish and manage the command post, establish the incident organization, and determine strategies to implement operations and adapt as needed.
- Develop working knowledge of local/regional agencies, serve as the primary on-scene contact for outside agencies assigned to an incident, and assist in accessing services when the need arises.

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3 Command Staff, Planning, Logistics, and Admin/Finance Sections are activated only as needed to support the incident response. These positions/sections may be activated in the EOC if IC/UC feels that is the most appropriate place for them. The IC/UC assumes all responsibilities and duties for these positions/sections until they are activated and that authority is delegated to the assigned positions and Section Chiefs.
**Command Staff**

- Incident Safety Officer—Monitor incident safety conditions and develop measures for ensuring the safety of responders, as well as students, faculty, staff, and visitors on campus during the incident.
- Public Information Officer—Coordinate media relations and information dissemination with the AHEC EOC and the EO; provide factual information, both internally and externally, through the joint information center.

**Operations Chief**

Directs all tactical operations of an incident, including implementation of response/recovery activities according to established AHEC incident response procedures and protocols.

**Planning Chief**

Collects, evaluates, and disseminates information needed to measure the size, scope, and seriousness of an incident, and to plan appropriate incident management activities.

Responsibilities and duties may include:

- Assist incident commander in the collection and evaluation of information about an incident as it develops (including site map and area map of related events), assist with ongoing planning efforts, and maintain incident time log.
- Document all activities.

**Logistics Chief**

Supports incident response operations by securing and providing needed personnel, equipment, facilities, resources, and services required for incident resolution; coordinating personnel; assembling and deploying volunteer teams; and facilitating communication among incident responders. This function may involve a major role in an extended incident.

**Finance/Administration Chief**

Oversees all financial activities including purchasing necessary materials, tracking incident costs, arranging contracts for services, timekeeping for emergency responders, submitting documentation for reimbursement, and recovering school records following an incident.

Responsibilities and duties may include:

- Assume responsibility for overall documentation and recordkeeping activities; when possible, photograph or videotape damage to property.
- Develop a system to monitor and track expenses and financial losses in accordance with agency policy and secure all records.
**AHEC Emergency Operations Center**

In complex incidents/events on campus, the AHEC EOC will be activated. The role of the AHEC EOC is to:

- Support the on-scene incident commander/Unified Command.
- Help ensure that adequate resources are available.
- Provide policy and strategic guidance.
- Identify and resolve response coordination issues.
- Keep the AHEC EO and other on-campus executives informed of the situation and decisions.

**C. Operational Priorities and Access and Functional Needs Planning**

When conducting emergency operations at the Auraria Campus, special considerations are given to the following priorities in this order:

1. Protecting life (highest priority), property, and environment
2. Meeting the critical needs of students, staff, faculty, visitors, and those with access and functional needs during an emergency on the Auraria Campus to include rescue, evacuation, medical care, and emergency food and shelter
3. Restoration of critical campus infrastructure and key resources that are essential to the health, safety, and welfare of all students, staff, faculty, and visitors (such as medical services, water, sanitation, electricity, communications, building access and systems)
4. Mitigating hazards on campus to protect life, property, and the environment
5. Resumption of campus business processes and normal operations

**Access and Functional Needs Considerations and Planning**

Comprehensive emergency management is a process that involves consideration and preparedness for all individuals including those with access and functional needs. During all emergency operations on campus, attention to those with access and functional needs will be incorporated into all AHEC operations, planning, and response activities. Specific individual planning should be coordinated with respective building coordinators and departments with synchronization in the Auraria Campus Emergency Procedures and emergency plans for each building and office on campus.

Broader planning for sheltering, campus evacuations, and other functional areas of response during an emergency will occur via functional and hazard-specific planning contained in annexes/appendices associated with this plan, and through specific Incident Action Plans (IAP) drafted by Incident Management Team (IMT) members.

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4 [https://www.ahec.edu/about-auraria-campus/emergency-preparedness-auraria/emergency-procedures-auraria/](https://www.ahec.edu/about-auraria-campus/emergency-preparedness-auraria/emergency-procedures-auraria/)
and/or EOC representatives specific to the incident as part of the NIMS/Incident Command planning process.

**D. Damage Assessment**

The collection of incident information, reports of injury, physical damage, and business interruption are a critical layer of the campus’ response. From this information, response strategy and tactics are developed and resources are coordinated and prioritized.

The goals of an initial damage assessment is to gain an understanding of the immediate situation and to make quick decisions to preserve life and property. As the incident develops further, a more detailed view of the situation is developed in consultation with departments, local, state, and federal agencies, and subject matter experts.

ACPD, Denver Fire Department (DFD), and AHEC Environmental Health and Life Safety (EHLS) will take a lead role in conducting a primary damage assessment during the initial stages of an evolving incident. As the impact of the incident is understood, AHEC Facilities Services are brought into the process of analyzing the situation and determining a course of action for facilities affected and immediate recovery of vital services.

As the incident becomes stable, and response operations transition into recovery, a more comprehensive damage assessment will be conducted by AHEC Facilities Services, AHEC EO, and the Colorado Office of Risk Management.

**E. Plan Activation**

The authority to activate the AHEC EOP (full or partial) during an emergency is limited to the following individuals:

- AHEC EO
  - CEO, Chief of Staff, and/or Chief Operating Officer
- AHEC Emergency Preparedness Manager
- AHEC Campus Chief of Police
- ACPD Operations Commander

Implementation of aspects within this plan, creation of standard operating procedures/guidelines, and testing/exercising of said plan/procedures/guidelines remains the responsibility of the AHEC Office of Emergency Preparedness, departments, and individual units within AHEC. AHEC Office of Emergency Preparedness is available to assist, consult, and help coordinate emergency operations planning and validation for all Auraria Campus stakeholders upon request.
F. Declaration of Emergency

During a disaster, decisions will be made that impact operational priorities and personnel assignments to facilitate emergency operations at AHEC. These decisions serve to meet the needs of the incident, protect individuals and property; and to provide emergency resources in response to an incident on campus.

A part of this decision-making process, along with personal protective action recommendations, is to declare and inform students, staff, faculty, and visitors on the campus that a state of emergency exists at AHEC. The authority to declare a CSOE at AHEC remains solely with the AHEC CEO and his or her designees.

Upon this declaration, activation of the AHEC EOC will occur to assist in incident management, planning, coordination, and demand for resources. The declaration of emergency in accordance with established protocols will be forwarded to the Denver Office of Emergency Management and Homeland Security (Denver OEMHS) Duty Officer via the AHEC EOC. This action allows for the City/County of Denver to remain informed and/or assist AHEC’s response and recovery efforts. Further coordination will be made with the Denver OEMHS regarding a potential request for a declaration of emergency by the Mayor of Denver, which would initiate the use of city, state, and potentially federal resources.

Levels of Emergency

AHEC uses a range of variables to assess and declare levels of emergency on campus. Decision making is driven by the needs of the incident. Within AHEC there are three levels of emergency that may be declared. Determination of the campus level of emergency may be set by:

- AHEC EO
  - CEO, Chief of Staff, and/or Chief Operating Officer
- AHEC Emergency Preparedness Manager
- ACPD Chief of Police
- ACPD Operations Commander
<table>
<thead>
<tr>
<th>Level of Emergency</th>
<th>Summary / Description</th>
<th>Examples</th>
<th>Policy Group / Executive Management</th>
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| **Level 1**        | **Monitoring:** During normal operations, emergencies occur on campus but remain within the scope and capability of campus and mutual-aid first responders. The ability for incidents to escalate into a broader, more complex incident is assumed, and monitoring of all incidents on campus occurs by the ACPD Command Staff, AHEC Office of Emergency Preparedness, and the AHEC Chief of Staff (or other EO designee) for any need to activate the EOC. | • Odor complaints  
• Localized chemical spill  
• Small fire  
• Localized power failure  
• Plumbing failure  
• Normal police, fire, EMS service calls | No direct input needed  
Normal daily activities |
|                    | **Partial Activation:** Emergency incident is severe and causes damage and/or interruption to campus operations. A partial or full activation of the AHEC EOC (to include possible notification of the Auraria Executive Council, via the AHEC CEO, or his/her designees) may be required. The Auraria Campus may be the only affected area. | • Structure fires  
• Regional power outage  
• Significant hazardous materials release  
• Extensive power or utility outage  
• Severe flooding  
• Multi-fatality incident | Selected EOC & senior management staff to assist with disaster management requirements |
<table>
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<tr>
<th>Level of Emergency</th>
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</table>
| Level 3            | **Full Activation**: Disaster conditions exist for which the campus may activate the full AHEC EOC and Policy Group. While conditions exist, the Auraria Campus may be required to be self-sufficient for a period of hours or days. AHEC may declare a campus state of emergency, initiating assistance from the City/County of Denver, the State of Colorado, or federal agencies in accordance with pre-established NIMS/NRF guidelines. | • Any event which severely interrupts the daily operations of the Auraria Campus  
• Large portions of campus may not be accessible to students, staff, and faculty | AHEC EO to provide input and support regarding policy decisions affecting disaster response and short-/long-term recovery |

Dissemination of the level of emergency will originate from the AHEC Chief of Staff (or other EO designee), the AHEC Emergency Preparedness Manager, and/or the AHEC PIO via redundant communication channels intended to target a variety of audiences, including first responders, students, faculty, staff, and visitors. This information may be found in official media releases, the website ([www.ahec.edu](http://www.ahec.edu)), campus information hotline at 877-556-EMER (3637), across public safety radio communications networks, mass emails, text messages, voice calls, social networking sites, and others as determined by those having authority to declare a level of emergency on the Auraria Campus.

**Recovery**

The transition from response to recovery is gradual in nature, and occurs simultaneously. Short-term recovery (critical campus operational functions) will be coordinated through the AHEC EOC and/or the designated Reconstitution Manager.

- Recovery planning will be undertaken at the direction of the EOC Manager until it is determined that the need for the lead coordinating role of recovery planning and coordination no longer lies under the current incident’s management structure.

- The decision to transition authority and coordination of the incident and its associated recovery is the responsibility of the AHEC Emergency Preparedness Manager and/or the AHEC Chief of Staff (or other EO designee).

- The ACPD will remain active in a supporting role during the recovery period and will continue to provide assistance and resources as needed.

- Recovery will involve multiple departments, difficult decision making, extensive records management, mitigation planning, and the execution of contracts, proposals, bidding processes, and significant cost accounting measures. Each
area involved in recovery will need to develop plans and objectives that aim to fulfill the needs of the community, with a high level of coordination with other departments within the Auraria Campus community and/or outside AHEC, as applicable.

G. Supporting Plans and Standard Operating Procedures

Auraria Campus Police Department Standard Operating Procedures and Guidelines

The Auraria Campus Police Department Policy Manual provides department members with best practice guidelines and procedures to conduct police operations. The policies provide department members with both legal and practical guidance to create consistency for common understanding and focus. This common understanding and focus should translate into more effective operations during complicated situations. The policy detailing the Auraria Campus Emergency Operation Plan is an example of establishing the guidelines and empowering appropriate staff members to activate the Auraria Campus Emergency Operations Plan.

Institutional Emergency Operations Plans

Each educational institution on the Auraria Campus should have its own Emergency Operations Plan that provides its individual institution and respective departments the opportunity to address its own individual resources, organizational structure, modus operandi, and common issues that impact its departments and its personnel during a disaster. Each institution’s EOP serves to document and address these issues in a manner that facilitates their organization’s preparedness.

The process of developing each educational institution’s EOP, standard operating procedures/guidelines (SOP/SOGs), and exercising them can resolve issues, such as mobilization, recall, safety procedures, property protection, staff and site relocation, departmental operations center functions, resource allocation, and a variety of other common issues found during a disaster specific to an institution or department.

In addition, certain institutions and departments with primary or support roles as identified in the Organization and Assignment of Responsibilities section of this plan are tasked with responsibilities in support of emergency operations on campus. In order to properly address those roles and responsibilities, institutions and departments are expected to complete operational and/or hazard-specific annexes to their plans that address the following items:

- Provide framework for institution/departmental response and mission support.
- Describe the institution/departmental concept of operations during an emergency and how said institution/department will interface and coordinate with the AHEC EOC.
- Detail specific roles and responsibilities to support overall response and assignments within specific functional annexes of this plan.
- Describe communications/contact information, mutual-aid agreements, and lists of available resources.
- Establish lines of authority and alternative site locations to command resources during an incident.
Assistance or questions regarding each educational institution’s EOP formatting, plan synchronization, SOP/SOG development, or clarification of roles and responsibilities can be addressed by contacting the AHEC Office of Emergency Preparedness.

**Continuity of Operations Plans (COOP)**

The AHEC COOP is an accompanying plan to the AHEC EOP which goes into greater detail on initial campus response, recovery of critical processes, and resumption of mission essential functions within AHEC and its departments.

The AHEC Office of Emergency Preparedness can assist campus institutions/departments with the development and maintenance of their specific continuity responsibilities and procedures that support the AHEC COOP.

**Campus Workplace Emergency Procedures**

The AHEC Office of Emergency Preparedness has set forth guidelines for students, faculty, and staff in the event of an emergency on campus.

These guidelines are highlighted on the AHEC EP website ([www.ahec.edu/emergency](http://www.ahec.edu/emergency)) and are available in two printed formats: a small, spiral-bound reference booklet, called “Emergency Procedures,” and a “Quick Reference Guide” that is a one-page, multi-colored sheet posted in each classroom, meeting room, and office on campus. These guidelines provide simple, concise instructions for reacting to a number of potential campus emergency situations.

AHEC EP has also created a guide for developing “Workplace Emergency Procedures,” which is recommended to all departments of each institution, and each office or floor of all buildings on campus, to assist in the development of their own location-specific workplace emergency procedures. This guide can be found at: [http://www.ahec.edu/workplace-emergency-procedures](http://www.ahec.edu/workplace-emergency-procedures).

The Workplace Emergency Procedures should support operations during a campus emergency response. Departments of each institution and each office or floor of all buildings on campus are responsible for creating and updating their own Workplace Emergency Procedures. Assistance with this is available through the AHEC Office of Emergency Preparedness.
III. Organization and Assignment of Responsibilities

A. Organization

Every member of the Auraria Campus community has a role in campus emergency preparedness and response. Specific responsibilities to manage incidents are pre-determined as defined in this plan. All students, faculty, and staff are expected to be aware of campus, departmental, and/or institutional policies regarding responsibilities during a state of emergency at Auraria.

1. Auraria Higher Education Center Executive Office

The AHEC Executive Office (EO) is responsible for making campus-wide decisions on emergency policies, procedures, and critical acquisitions to support emergency response and recovery operations on the Auraria Campus. Some of the issues the AHEC EO, via the AHEC CEO or his/her designee, is responsible for (but is not limited to):

- Authorizes campus closures, or disruption of activities
- Prioritizes recovery/restoration for critical campus operations
- Engages the Auraria Executive Council and their leadership teams (CFO, CEO, institution Chancellor/Presidents, etc.)
- Determines the scope of emergency management authority and implementation of emergency operations plans
- Declares a campus state of emergency or activates the AHEC Emergency Operations Center
- Approves funds and purchases to support critical campus emergency response and recovery activities
- Creates, delegates, and directs policy in response to emergency or normal operating conditions

i. Chief of Staff

- Operates as line of succession (authority to direct roles and responsibilities of behalf of the AHEC EO)
- Chairs the Auraria Campus Emergency Policy and Recovery Committee (EPARC)
- Serves as the lead point of contact for the AHEC EO during emergency activation
- Serves as the primary Public Information Officer (PIO) for AHEC during emergency conditions on campus
- Facilitates communications, strategic coordination, and leadership relations between institutions, departments, and other on-campus stakeholders at the executive/policy level
- Serves as liaison between the campus AEC and the AHEC EOC
o Dictates policy and directives in relation to emergency operations and/or daily operations at AHEC
o Activates the AHEC Emergency Operations Center

ii. Director of Communications & Senior Policy Advisor

o Serves as secondary PIO for AHEC during emergency conditions on campus
o Activates and manages the Campus Joint Information Center (JIC) during a major on-campus disaster or incident of regional/national significance
o Activates and manages an emergency information call center for public information during an incident that affects the Auraria Campus, its staff, faculty, and/or students
o Facilitates campus outreach for special projects or events via newsletter, website, and social media

2. AHEC Office of Emergency Preparedness

Responsible for preserving life safety, protection of critical infrastructure and property, and upholding the AHEC Office of Emergency Preparedness (EP) mission.

i. Campus Emergency Preparedness Manager

o Participates in, supports, and provides expert guidance to the Auraria Campus Emergency Policy and Recovery Committee (EPARC)
o Activates, directs, manages, and facilitates EOC operations to support multi-agency coordination on campus
o Assists in establishing protocols and procedures, goals and objectives, or mission assignments in the AHEC EOC for Primary and/or Support representatives
o Organizes planning groups and committees in support of Campus Emergency Preparedness
o Serves as liaison with the City and County of Denver, Colorado North Central Region (NCR), State, and Federal Emergency Management and other off-campus Public Safety agencies and organizations
o Formulates and/or coordinates plans, exercises, and corrective actions in support of emergency preparedness on the Auraria Campus
o Assists the PIO with the development and release of communications and/or emergency notifications to the Auraria Campus community
o Assists with administrative, budgetary, accounting, and legal needs before, during, and after incidents/disasters (as applicable)
o Supports AHEC operations with cost estimates; coordinates damage assessments and needs for assistance or resources during critical incidents and events on campus
o Processes and forwards Campus Declarations of Emergency to the AHEC Executive Office and the Colorado Division of Homeland Security & Emergency Management
o Ensures access to training and exercise assistance in support of Colorado laws and guidelines for Emergency Preparedness and Homeland Security
Organization/Responsibilities

ii. AHEC Emergency Operations Center (during activation)

- Develops, adapts, or implements Incident Action Plans (IAP) to support IC/UC or other agencies as needed
- Organizes and coordinates liaison incident management structure for primary and support organizations
- Identifies point of contact for individuals with technical or subject matter expertise needed for the incident/event at hand
- Develops and/or maintains resource tracking capabilities, information collection capabilities, and standardizes documents and forms needed for the incident/event at hand

3. Auraria Campus Police Department

- Responsible for preserving life safety, protection of critical infrastructure and property, and upholding the Auraria Campus Police Department (ACPD) mission
- Directs or oversees response and operations of Auraria Campus emergency response, incident management, response goals and objectives, and on-scene coordination with local, state, and federal authorities as needed or directed for the incident/event at hand
- Provides law enforcement, investigative, and emergency services to the Auraria Campus during normal operations, as well as during incidents/disasters
- Requests need for resources or mutual aid in response to events or incidents on the Auraria Campus

i. Campus Emergency Communications Center

- Operates the campus emergency communications systems, processes calls for assistance, monitors campus alarm systems, and dispatches resources during normal operations, as well as during incidents/disasters

4. AHEC Facilities Services

i. Facilities Services and Operations

Facilities Services is responsible for the Auraria Campus physical infrastructure, including building maintenance, grounds, and utilities

- Provides skilled labor, heavy equipment, and resources for immediate recovery of vital campus services and facilities affected by disaster
- Assists with a comprehensive damage assessment following a campus disaster to evaluate services and facilities that can be restored, as well as damages that result in total loss
ii. **Environmental Health and Life Safety**

AHEC Environmental Health and Life Safety (EHLS) provides support and educates the Auraria Campus community to prevent and mitigate health and safety impacts on campus. Duties include, but are not limited to:

- Collaborates with the campus-wide inter-institutional EHLS offices for hazardous material management and training programs, which includes hazardous/biological materials management, waste collection, tracking, storage, recycling, and disposal activities.
- Develops and implements material management plans for AHEC-generated hazardous waste, hazardous building materials, and subsurface soil and groundwater conditions on Auraria property.
- Manages campus compliance with local, state, and federal regulations related to worker safety, fire safety, and environmental conditions.
- Monitors and takes action to stop unsafe acts and conditions by operations staff or contractors.
- Assists with conducting a primary damage assessment during the initial stages of an evolving incident.

a. **Fire/Life Safety Systems**

- Manages and provides oversight and leadership for the campus fire and life safety systems for the campus and institutions.
- Monitors and recommends systematic maintenance and replacement of life safety systems for the campus.

5. **Health Center at Auraria**

The Health Center at Auraria is a tri-institutional entity that provides medical services to students, faculty, and staff of the Auraria Campus. The Health Center provides easily accessible, high-quality medical and health education services that involve each client in all aspects of his or her health care.

The Health Center at Auraria’s medical personnel and administration is also responsible for developing, implementing, and providing the primary medical strategies, interventions, and educational campaigns for responding to public health concerns on the Auraria Campus. As such, the Health Center at Auraria’s response includes (but is not limited to) the following:

- Develops medical response that is provided to the PIOs of all Auraria institutions for distribution; collaborates with PIOs in the development of messaging to ensure the correct clinical components are articulated appropriately.
- Develops and provides website content for public health concerns; maintains the Health Center at Auraria website as a public health source of information for the campus, which can be linked to by Auraria institutions from their...
individual home pages; provides links to CDC and other official medical resources

- Develops and implements plans of action for administration of vaccines, immunizations, and/or other treatment protocols
- Provides clinical expertise to the AHEC EO and other associated campus committees with regards to all public health concerns; outlines how the Health Center at Auraria will respond and what clinical considerations are relevant for each particular set of circumstances
- Establishes protocols and contingencies for all phases of managing the medical response for campus constituents; trains medical personnel on clinical intervention strategies
- Works closely with academic departments of all institutions to communicate with students/faculty in classes where exposure to a communicable disease may have taken place; outlines potential risks, mitigation strategies, and necessary precautions
- Develops and distributes educational and marketing materials to the campus community; develops e-mail messages that are sent to all institutions for mass distribution to constituents
- Maintains on-campus disease surveillance and monitoring; reports data to the State of Colorado, as requested
- Serves as the Auraria Campus liaison with public health officials and departments; coordinates public health response and medical interventions for the three institutions
- Communicates all communicable disease occurrences to each of the institutions, regardless of which institution’s student, faculty, or staff may be involved (protocol is to communicate with the identified administrators within student services)

6. On-Campus Institutional Administration, Faculty, and Staff

- Familiarizes themselves, as appropriate\(^5\), with the respective institution’s Emergency Operations Plans, Continuity of Operations Plans, and Auraria Campus Emergency Procedures
- Understands the specific threats and hazards in the institution’s area of responsibility
- Formulates or delegates the development and maintenance of Auraria Campus Workplace Emergency Procedures for the individual areas of the institution’s responsibility
- Updates the institution’s call lists; determines and documents lines of succession for the individual areas of the institution’s responsibility
- Works with the respective institution’s Emergency Preparedness/EHS representative(s) with implementation, exercise, and modification of the institution’s individual Workplace Emergency Procedures in preparation for an emergency
- Communicates preparedness-related information to the institution’s faculty, staff, and students to assist in developing a culture of preparedness on the Auraria Campus

\(^5\) Some staff and organizational leadership with emergency response and recovery responsibilities should know their functional operations as expected.
• During an emergency, leads the institution’s students, visitors, and other staff away from hazards; notifies first responders of locations where individuals with access and functional needs may be unable to evacuate

7. Students

• Familiarizes themselves with emergency procedures and evacuation routes in buildings, resident halls, or areas most frequently visited on campus
• Makes decisions in response to activities on campus to ensure their own safety needs are met, or if assistance will be required
• Regards warnings and protective action recommendations with diligence and due regard
• If appropriate to their residential status, formulates and acts on a personal plan to secure their own basic needs for the first 72 hours following an emergency on campus; items could include basic necessities, alternative housing, and communications
• During a disaster, phone and email communications may become overwhelmed or out of service. Develops a communications plan to make contact with family, friends, and loved ones in the event of an emergency, which could include a contact list of individuals located outside of the area, immediately surrounding the Auraria Campus, and/or the Denver area
• Seeks advice or assistance about procedures or personal plan development by contacting their respective institution’s Emergency Preparedness/EHS representative(s) or the AHEC EP
• Prepares for mass-transit (RTD) delays or disruptions; plans for alternate transportation methods

8. Other On-Campus Authorities

Campus Emergency Policy and Recovery Committee (EPARC)

EPARC serves as an advisory group for the AHEC EO and provides strategic guidance in policy making related to emergency response and recovery matters on campus. EPARC may serve as a resource to the AHEC EO when the AHEC EO is engaged in critical decision making due to an emergency crisis, incident, or other related matter, such as preparedness planning, response, business continuity, etc.
B. Outline of Off-Campus and Local Agencies with Responsibilities on the Auraria Campus

Denver Police Department / Denver District Attorney’s Office (support mutual aid)

- Law enforcement
- Investigation
- Training
- Special services

University of Colorado Denver / Anschutz Medical Campus Police Department (support)

- Emergency alert system (RAVE) secondary support
- Law enforcement mutual aid
- Emergency preparedness
- Training

Denver Fire Department (primary* and support mutual aid)

- Emergency medical response
- Fire suppression*
- Search and rescue*
- Fire prevention
  - Inspections, permits, and codes*
- Training
- Special services

Denver Health—Paramedic Division (primary* and support mutual aid)

- Emergency medical response*
- Medical treatment and transport*
- Mass casualty triage and patient tracking*
- Regional hospital and public health early notification and coordination
- Training
- Special services

Denver Office of Emergency Management and Homeland Security (support)

- Emergency preparedness and interoperability
- Training
- Regional mutual aid and special services coordination
- Denver Local Emergency Planning Committee (LEPC)
- Denver—North Central All-Hazards Emergency Management Region (NCR), Urban Area Security Initiative (UASI)
- Denver Emergency Operations Center (EOC)
- Denver Joint Information Center (JIC)
Colorado Division of Homeland Security and Emergency Management (support)

- State Emergency Operations Center (EOC)
- Emergency management and homeland security policy guidance
- Training
- Grant funding (as applicable)
- Special services

Colorado State Patrol—Colorado Information Analysis Center (CIAC) (support)

- Provide tactical and strategic collection, analysis, and dissemination of information to local, state, and federal public safety agencies
- Develop and maintain state-level terrorism warning and communication systems in Colorado to include maintenance of a secure portal for the exchange of information to law enforcement and public and private stakeholder agencies that support homeland security efforts
- Develop and disseminate an ongoing threat analysis for the State of Colorado and its critical infrastructure
- Organize terrorism-related information into intelligence products that can be used by both local decision makers and emergency responders
- Preserve, protect, and restore critical data in the event of a homeland security attack, natural disaster, or other interruption
- Identify procedures for developing, evaluating, approving, disseminating, and maintaining standards to ensure secure and appropriate criminal justice information exchange
- Maintain direct liaison with the FBI Joint Terrorism Task Force, with the U.S. Attorney's Office Anti-Terrorism Task Force, and with other local, state, and federal law enforcement agencies regarding ongoing investigations and items of interest
- Provide necessary training on intelligence and the role of Colorado's citizens and public safety professionals (including peace officers, firefighters, emergency medical technicians, and other first responders) in preventing terrorist attacks
- Communicate information sharing initiatives, progress, and successes to stakeholders in order to foster collaboration

C. Mutual-Aid Agreements

Mutual-aid agreements exist to verify resources, develop relationships, and secure availability of neighboring response agencies for services that AHEC does not have, or during periods of time when AHEC resources face exhaustion. Drawing upon the resources of the surrounding region is vital to any moderate to large response on the Auraria Campus. Throughout the year during normal emergencies and special events on campus, it’s routine for AHEC to request these resources and activate mutual-aid agreements.
Overview of Mutual-Aid Resources at AHEC:

- Neighboring fire, police, EMS services
- Agreements with the Health Center at Auraria
- Agreements with other higher education institutions and resources
- Agreements and contracts for emergency alert and notification services
- Access to ordering mutual-aid resources through the Denver OEMHS and State of Colorado HSEM
- Evacuation/sheltering agreements

Some specific mutual-aid resources and agreements are incorporated into functional and hazard-specific annexes/appendices of the AHEC EOP to more clearly identify or explain how mutual aid directly supports a specific function found within this plan.

D. Standard Operating Procedures/Guidelines (SOP/SOG)

Individual departments, units, and associated institutions on the Auraria Campus are responsible for their own notification rosters and SOP/SOGs in support of the AHEC EOP. The subject and format of these associated plans, SOP/SOGs, notification rosters, checklists, and related content should explain how to carry out assigned tasks relating to primary or support roles assigned by their function and responsibility.

These associated items must be reviewed, updated, and promulgated regularly to ensure accuracy and compliance with best practices in emergency planning. Completed documents or plans that support the AHEC EOP should be forwarded to the AHEC Office of Emergency Preparedness for final reference and review.
IV. Direction, Control, and Coordination

Direction, control, and coordination describes the processes used to issue an initial notification of emergency, assessment of the incident, the implementation of ICS to manage emergency operations, and the processes for activating and utilizing an EOC to support and coordinate emergency operations.

A. Initial Notification

The initial notification of an emergency on campus marks the point in which resources are reassigned from routine operations for the explicit purpose to respond to a specific situation. This important first stage in response occurs in a variety of ways on the Auraria Campus.

- ACPD Communications/Dispatch: ACPD maintains and operates dispatch facilities/systems designed to facilitate communications, receive emergency calls, allocate resources, monitor security systems, and disseminate emergency notifications to officials within AHEC and partner agencies and organizations.

- When emergencies occur on campus, calls are directed to dispatchers who follow specific procedures to notify appropriate officials, agencies, or departments on the Auraria Campus based on the nature of the incident.

- First responders may directly witness an incident or emergency and notify ACPD Communications/Dispatch.

- Depending on the nature of the incident, the source of the information, and the level of detail provided by the initial notification, the ACPD will use varying levels of verification before initializing procedures to notify leadership and the campus community of an emergency on campus.

- As information about an incident is received, individuals within the ACPD follow procedures and policies outlined within divisional plans and SOP/SOGs.

Upon occurrence of an incident on campus, information will typically flow directly through dispatchers who follow SOP/SOGs for response. Each dispatcher is trained and oriented to these procedures, and these processes are reviewed and revised on a continuing basis.

In the event that an incident escalates beyond the scope of everyday emergency response, ACPD commanders are notified for further incident response and management dissemination. Upon review of this information, decisions are made to provide an effective and timely response, which may involve additional campus resources or outside assistance/mutual aid.
Notifications to the Auraria Campus community are guided by federal regulations and standards set forth by the Clery Act. The Clery Act requires that notifications are made by AHEC without delay, while taking into account the safety of the community. AHEC determines the content of the notification and initiates the notification system or systems, depending on the situation, unless it is deemed by responders that issuing a notification will compromise the efforts to assist a victim or to contain, respond to, or otherwise mitigate an emergency.

Official emergency notifications to the Auraria Campus community are guided by SOP/SOGs, which are maintained and updated by the ACPD and the AHEC Office of Emergency Preparedness.

Upon determination that an incident may place an adjacent jurisdiction at risk, notification will be made to the primary agencies impacted by an incident either directly or through partner dispatch facilities who provide notification to those adjacent agencies. Upon deployment of mutual-aid resources, Unified Command incident management approaches will procedurally define the manner in which AHEC responders and other agencies coordinate and collaborate their response.

1. Levels of Emergency

AHEC has adopted the use of emergency levels to define the operating condition of the campus during an emergency. Generally defined, AHEC uses a three-tier system to define EOC operations and campus status.

- **Level 1**: Assessment—An emergency in which normal AHEC emergency response resources and staffing can manage an incident without a need for EOC activation or significant amounts of resources. This may include incidents such as severe weather systems approaching the Auraria Campus, vehicle accidents, fires, medical emergencies, and other everyday incidents that impact the campus on a routine basis.

- **Level 2**: Partial Activation—An incident requiring higher levels of coordination and resources, but not requiring a full-scale response of all resources at AHEC. The incident will typically be severe enough to cause damages and an interruption to campus operations. These conditions will generally warrant an activation of the AHEC EOC for at least one operational period.

- **Level 3**: Full Activation—Conditions exist in which significant damage may have occurred or have a high potential to occur; and the need for resources and high levels of coordination are required in order to facilitate emergency response. Incidents that cause moderate-to-large-scale damages, long duration campus operations interruption greater than 12 hours, special events that task large amounts of resources, loss of life or injury, and/or the potential to escalate to a critical level are typical examples of conditions which may warrant the full activation of the AHEC EOC.

Also see “Levels of Emergency” under the Concept of Operations section of this plan.
B. Incident Assessment

Incident Assessment is the process of identifying the risks associated with a hazard or disaster, the resource needs of first responders, and a review of objectives and future needs of the campus community impacted by the incident. Primarily this is accomplished through first responder scene information, information sharing between the incident commander, EOC, and outside agencies/organizations.

On the Auraria Campus, the first responding individual on the scene of an incident will assume command of the incident scene. That individual will retain the position of incident commander until a senior or higher qualified individual assumes command.

Upon determination of the scope of the situation, information will be forwarded verbally to ACPD Communications/Dispatch via the ACPD radio system on a primary channel or directly via mobile phone. Dependent upon the nature of the incident, that information will be forwarded through the chain of command based upon ACPD SOP/SOGs and/or at the request of the incident commander.

For most Level 1 incidents, the incident commander will be capable of making final decisions with regard to protective actions and the development of response priorities. In the event a situation escalates, or is of the nature in which it could impact the campus in a manner which extends beyond the scene of the initial incident; protective action decision making and the development of some response priorities may be placed within the responsibility of the EOC and/or more senior officials at the request of the incident commander.

In the event the incident commander determines higher levels of decision making or coordination need to become involved, ACPD leadership, in consultation with the incident commander, will determine the appropriate level of response and involvement of AHEC incident management structures.

Level 2 and Level 3 incidents may often require the activation of the AHEC EOC and associated structures within the EOC, to include the Joint Information Center (JIC) and the AHEC EO.

The AHEC EOC serves in a support role to the incident commander and the scene of the incident. The incident commander retains tactical control of response resources throughout the duration of an incident. The EOC provides strategic recommendations, planning, resource coordination, public information, and policy support for the overall incident. In this role, the EOC will assess and monitor the conditions on the ground, and its impacts to the Auraria Campus community. Strategy and policy development between primary and support response agencies, individual departments, and leadership of the campus will coincide with objectives identified during the development of an Incident Action Plan (IAP) and/or in consultation with the incident commander.
C. Incident Command
The implementation of ICS, by design, is flexible and modular in nature. Depending upon the type of disaster impacting campus, command of the incident may shift as appropriate to areas with expertise and resources most applicable to that hazard. This may include not only AHEC emergency responders, but also individual departments during recovery periods.

AHEC will expand and contract the ICS organizational structure based on the needs of the incident utilizing standardized NIMS/ICS key positions. An incident involving multiple agencies and organizations will necessitate the use of a Unified Command approach. A verbal or written Incident Action Plan (IAP) will be utilized to ensure information and the planning process is utilized to map out objectives, assignments, accountability, and operational information for each operational period. The use of ICS forms is at the discretion of the incident commander (IC).

The Incident Command Post (ICP) will be co-located near the incident scene via a command vehicle, or the nearest enclosed structure and made known to all resources committed to the incident/event via radio call.

The interface between the ICP and the EOC implies communication, coordination, and other interrelationships between the on-scene IC and EOC operations. During a disaster at the Auraria Campus, verbal or written Incident Action Plans will exist for each operational period. These plans are based on objectives, and promote a unified approach between the IC and EOC in which both clearly understand the role and needs of each level of incident management. Communication between the IC and EOC will occur via radio, mobile phone, incident management software, and other means. The incident commander will direct the request of resources through the appropriate channels either via the EOC for resources outside of the ACPD or direct through Command-level leadership within the ACPD for internal resources or communication. The IC may request the activation of the AHEC EOC via ACPD Communications/Dispatch or by request directly through ACPD leadership.

D. Emergency Operations Center
The AHEC EOC serves a supporting role to the incident commander and on-scene emergency operations. Strategy and resource coordination primarily occur through the EOC. Attached within the EOC organization structure, the Joint Information Center provides a coordinated point of communications and public outreach during a crisis. The AHEC EO provides policy support and assistance as a formal component of the EOC organization.

The EOC may activate based on circumstances, which includes:

- When a Unified Command or Area Command is established
- When more than one jurisdiction becomes involved in response
- When the incident commander indicates that the incident could expand rapidly or involve cascading events
- If similar events in the past required EOC activations
• When AHEC leadership directs activation of the EOC

• When an emergency is imminent such as a destructive severe storm (e.g., blizzard, tornado, hail, slow flooding), elevated threat levels, or special events

Upon notification of an emergency, and a request or decision is made to activate the EOC, ACPD will alert the AHEC emergency preparedness manager (or their appointed designee), who will in turn activate members of the AHEC EOC in a manner of ways:

• Text Message—This alert will be broadcast via RAVE only to the EOC staff group, and indicate a general description of the situation, with a notification to report to the AHEC EOC to take on pre-designated roles and responsibilities.

• Phone—The ACPD and the AHEC EP will maintain phone records for each AHEC EOC representative, including a work phone, work cell phone, home phone, personal cell phone, and pagers (if applicable). Phone notifications will be made by the AHEC Emergency Preparedness Manager (or their appointed designee) to notify representatives that an incident has occurred, and that the AHEC EOC has been activated.

• The EOC will be led by AHEC EP. Individuals who will coordinate activities within the EOC will assume the roles designated by the EOC manager, and fall within the organizational constructs set forth by the AHEC EOC operations guidelines. The AHEC Emergency Preparedness Manager (or their appointed designee) will rotate duties within the EOC as defined by the staffing schedule drafted during the first operational period.

Operations within the EOC will follow an ICS-based management structure utilizing functional roles within the ICS structure. In addition to functional assignments within the ICS organizational structure, additional roles may also be filled to meet the needs of the incident. All positions are scalable, and the scope of the organizational structure is defined by the needs of the incident.

Once activated, all resource requests (other than primary and automatic mutual-aid emergency response support) or pre-identified resource needs will be processed through the AHEC EOC for the duration of its activation.
V. Communications

A. Communications Framework

A redundant, flexible communications framework provides the backbone of all incident response to emergencies and disasters on campus.

- During incidents, communications are primarily handled between first responders and ACPD Communications/Dispatch directly using the radio system.
- In addition to direct communication between first responders, ACPD Communications/Dispatch also receives emergency phone calls for assistance and monitors alarms and building systems from across the campus.

Upon establishment of an ICP, resource requests and information are exchanged between first responders and ACPD Communications/Dispatch. Upon activation of the AHEC EOC, an additional linkage of communication is created with the Incident Command Post.

The AHEC EOC and ACPD Communications/Dispatch both work to exchange different types of information with the ICP to ensure operational continuity.

Throughout the duration of a non-routine incident or special event, and upon direction of the incident commander, clear and plain language will be used across the radio system in accordance with NIMS. During most routine daily emergencies, 10 codes and organizational jargon is used on the system.

In addition to radios, other methods of communicating will be used depending on the need, including cell phones, email, computer networks, text messaging, and message runners.

During special events or major incidents, a Communications Plan (ICS Forms 205, 216, and/or 217) may be utilized.

B. Integration with Local, State, and Federal Communications Networks

During an incident or emergency that involves multi-agency resources and a Unified Command, communications will flow through the Unified Command, ACPD Communications/Dispatch, and the AHEC EOC.

Communications between AHEC, adjoining jurisdictions, and mutual aid entities will utilize interoperable radio frequencies pre-established by ACPD when on the Auraria Campus.

Requests for resources while conducting a multi-agency response will be shared by the Unified Command with ACPD Communications/Dispatch and the AHEC EOC, if applicable.

Utilization of the Colorado Statewide Digital Trunked Radio System (DTRS) will be adopted during situations that require statewide interoperability upon direction of the Incident Command/Unified Command Post.
DTRS uses frequencies in both the 700 MHz and 800 MHz bands. There are over 1000 state, local, county, federal, and tribal agencies, and over 70,000 subscriber radios using DTRS. Approximately one-third of the users are state agencies, while two-thirds of the users are local and federal government agencies. The system averaged more than 9,000 hours of talk time each month and handled over 99 million calls in 2012.

**C. Summary of Interoperability**

First responders at the Auraria Campus, the ACPD Communications/Dispatch, and AHEC EOC are interoperable with local adjoining first response agencies, including Denver Police Department, Denver Fire Department, Denver Health (EMS), CU Denver Police Department, and other divisions and departments on the Auraria Campus (Facilities Services, Event Services, Parking & Transportation Services, amongst others). Communications plans are developed as part of Incident Action Plans prior to special events and during incidents that require a written communication plan.

State-wide interoperability occurs through a transition to the DTRS radio system during a major incident. DTRS currently consists of 212 active radio sites that operate on four zone controllers, providing mobile radio coverage to approximately 95 percent of the state highways. DTRS combines thousands of first response agencies, task forces, and teams of response personnel onto one radio system using 700 MHz and 800 MHz bands.
VI. Administration, Finance, and Logistics

The administration processes used during an emergency operation provide support to the incident scene, the incident objectives, and the overall outcome of the incident.

A. Documentation Processes

Documentation during all major incidents on the Auraria Campus occurs through several different methods:

- The Automated Records Management System (ARMS) Computer Aided Dispatch (CAD) system used by ACPD Communications/Dispatch is pre-programed with all campus locations and many incident codes that include Denver municipal and Colorado revised statutes. Dispatchers are trained to populate the proper location and incident code based on what is occurring. Once a CAD event is created, it is automatically assigned an event number that can later be searched. The events will automatically populate searchable lists within the records management system. All contacts made by ACPD are manually placed in the master name database, and all connecting information related to that person and the contact with them. CAD tracks how the call is received and the time received, as well as when it’s dispatched, when an officer is en route, arrived, and cleared.

- During a large-scale incident on campus in which the AHEC EOC is activated, the EOC Manager will log into the City/County of Denver’s WebEOC system, a secure incident management system that documents activities related to the incident. Denver’s WebEOC system uses status boards, file folders, usernames, real-time updating, and many other features to help manage and document the incident within the AHEC EOC.

- In addition to ACPD Communications/Dispatch’s CAD system and Denver’s WebEOC, other forms of documentation, such as specially formatted Word documents, Excel spreadsheets, and ICS forms, are used by incident command, dispatchers, and AHEC EOC staff for the duration of an incident.

Purpose of Documentation

Documentation creates a historical record of the event, assists in recovering costs, helps to address insurance needs, promotes accountability, and can be used to develop future mitigation strategies.

Centrally held documentation allows planners within the EOC to develop a common operating picture of the situation that can be shared across the campus incident management system and assist in the identification of needs, decision-making processes, development of objectives, and assignment of resources.

Procedure for Permanent Historical Record of Event

After each major incident, a permanent historical record of event is created by AHEC EP and/or the ACPD via the After Action Report.
B. After-Action Report (AAR)
The After-Action Report is developed through an administrative process used by AHEC to review and discuss the response and to identify strengths and weaknesses in the emergency management and response after an incident.

An AAR of an incident/event will occur at the discretion of the AHEC EP, the ACPD, AHEC EO and/or the Auraria Executives Council.

Methods and Organization of the AAR
In most cases, the AAR process will be coordinated by the AHEC Emergency Preparedness Manager post incident.

A meeting will occur between departments to review the details of the incident. Participants will discuss the impact, actions taken, and concerns associated with the response, and ultimately develop a list of lessons learned and corrective actions to be made.

Corrective actions will be tracked and monitored for progress by the individual departments tasked with them. Additional support for post-incident improvements by individual departments may be provided by AHEC EP, as needed.

AAR and Exercise Program Linkages
AHEC uses HSEEP (Homeland Security Exercise & Evaluation Program) standards to develop exercises and manage the after-action/corrective-action processes for funded exercises as a requirement of the DHS exercise program.


Federal grant-funded exercises mandate the development and active participation and use of HSEEP after-action/corrective action processes as a requirement for exercise funding.

AAR/Lessons Learned Compliance and Review
AHEC EP will retain a coordinating role to ensure that corrective actions/lessons learned are addressed by the departments that are assigned a lesson learned/corrective action.

C. Description of Cost Recovery Programs
Cost recovery primarily occurs through AHEC’s insurance carrier (State of Colorado Risk Management) and through federal disaster reimbursement programs. Each of these areas has specific requirements and thresholds that ultimately determine the level of cost recovery available.

AHEC’s minimum deductible for cost recovery through the insurance carrier is $5,000. For losses under the amount of the deductible, departments will work with AHEC insurance and may require cost sharing between the departments and AHEC.
Federal reimbursement of losses associated with disasters require a State of Colorado emergency/disaster declaration, and/or a presidential declaration of disaster following requests sent by the governor and emergency management. Without an official declaration by the governor, and/or the president of the United States, funds will not be made available through FEMA or other federal agencies.

Cost accounting for losses not covered by FEMA or other federal programs will be coordinated through State of Colorado Risk Management.

Cost accounting for losses covered by FEMA or other federal programs with an associated presidential disaster declaration will be coordinated through the AHEC Chief Financial Officer (CFO).

**D. Overview of Documenting Incurred Costs**

Costs will be documented by each individual department. This includes costs associated with personnel, overtime, equipment used/expended, contracts initiated, as well as other costs required by insurance or government agencies, which will be determined based on the type of disaster.

Documented costs will not be forwarded to State of Colorado Risk Management if overall damages do not exceed the campus’ minimum deductible or other conditions. If an official presidential disaster declaration exists for Denver County, costs will be coordinated through the AHEC Executive Office via the Denver OEMHS and Colorado HSEM.

**E. Identifying Resource Needs**

The planning process for AHEC includes the utilization of hazard assessments, exercises, lessons learned, and planning groups when developing emergency management plans and procedures. Through these planning activities, resource needs and gaps are identified based on the threats to and vulnerabilities of the Auraria Campus.

Resource needs generally fall into seven primary areas under NIMS:

- Personnel
- Facilities
- Equipment
- Vehicles
- Teams
- Aircraft
- Supplies

Resource needs found during the planning process are identified either within AHEC or through outside agencies, organizations, or suppliers, and then integrated into hazard-specific plans.

During emergency operations, resource requests are received from incident commanders, section chiefs, and others, and then routed through the ACPD Communications/Dispatch, AHEC EOC, and individual departments.
F. Overcoming Resource Shortfalls

Preparedness and response mutual aid and coordination memorandums are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. This facilitates rapid, short-term deployment of emergency support prior to, during, and after an emergency or event. AHEC currently maintains various pre-existing agreements and continually assesses the need and sources of additional agreements.

While activated, the AHEC EOC may coordinate the procurement of available internal and external resources, depending on the size and complexity of the incident/event. If the EOC is not activated, ACPD Communications/Dispatch and individual departments will procure resources by following existing procedures for purchasing and procurement.

Some common resources are only available through external assistance, such as firefighting, hazmat, explosive ordinance identification/disposal teams, sheltering services, among others. Early communication between Incident Command and the ACPD Communications/Dispatch and/or AHEC EOC can address resource shortfalls as they are identified.

G. Process of Identifying Private Agencies / Contractor as Resource

The AHEC EOC will work with campus departments to identify existing contracts or agreements with private organizations/contractors to determine if resources exist that can be leveraged. In the event AHEC resources or existing agreements are not available to fulfill resource shortfalls, the EOC will assign and coordinate procurement of resources through the logistics section or finance section (Purchasing) of the EOC, and work with departments to obtain the needed resources.
VII. Plan Development and Maintenance

A. Coordination with EOPs of On-Campus Organizations and Adjoining Jurisdictions

The State of Colorado and Denver City/County both maintain an Emergency Operations Plan (EOP), equivalent to AHEC’s EOP. In addition, the AHEC EOP is designed to be compatible with institution-specific EOPs maintained by University of Colorado Denver, Metropolitan State University of Denver, and Community College of Denver. If on-campus institution does not have an EOP, or the institutions’ plans lack the detail and/or authority to manage a given incident/event, the AHEC EOP will prevail as the primary plan for said on-campus institution’s emergency operations.

The framework of AHEC’s emergency response synchronizes with those plans, as well as principles and guidance found within the National Incident Management System.

AHEC EP routinely meets with officials from all agencies/organizations associated with the Auraria Campus through planning, exercises, training, and incidents. The collaboration between AHEC and other emergency management organizations is vital to de-conflict the planned response and overall framework of operations used during disasters.

B. Process of Plan Review and Record of Change

The AHEC EOP will be reviewed and updated on a biennial basis by AHEC EP.

Changes to this plan will be documented in the record of change section of this plan.

Recommendations for plan changes will be accepted from any department or organization with roles and responsibilities within this plan and reviewed through AHEC EP for the duration of the year.

Upon approval of changes to this plan, details of the plan modification will be disseminated to appropriate individuals for implementation, and will be reflected in the next scheduled update of the AHEC EOP.

C. Submitting Plans for Review, Coordination, or Evaluation

This plan will be submitted for approval and promulgation upon completion of the biennial revision and update.

AHEC EP will coordinate the approval and promulgation process with assistance from EPARC, AHEC General Counsel, and the AHEC EO.

This plan may be submitted for review or coordination with external public safety agencies at the local, regional, state, and federal level of government, as applicable.

Critical changes (significant changes that affect critical operations or authorities currently in place) may be made to the EOP anytime during the year under the authority of the AHEC Emergency Preparedness Manager and the AHEC EO.
D. Summary of Plan Distribution

This plan will be distributed to all AHEC departments with assigned roles and responsibilities within this plan.

This plan will be shared electronically with external agencies and organizations with roles and responsibilities within this plan.

E. Public Release of Plan / Availability

The Auraria Campus EOP—Basic Plan will be made available to the public on the AHEC EP webpage: www.ahec.edu/emergency.

Additional sections and annexes of the Auraria Campus EOP may be branded with the classification of “For Official Use Only” (FOUO) by AHEC EP. The FOUO category identifies information that is exempt from mandatory release under the provision of the Freedom of Information Act (FOIA) or the Colorado Open Records Act (CORA). FOUO is not a security classification; it is a protective marking/caveat. It is not classified according to executive order, but is exempt from disclosure to the public under exemptions two through nine of the FOIA.
VIII. Authorities and References

Description of Local, State, and Federal Laws

Local Regulations
- D.R.M.C.\(^6\) Chp. 10 Building and Building Regulation
  - Article II. Building and Fire Code
- D.R.M.C. Chp. 16 Emergency Preparedness
- D.R.M.C. Chp. 22 Fire Prevention and Protection
- D.R.M.C. Chp. 24 Health and Sanitation
  - Article I. In General, Div. 2 Miscellaneous
- D.R.M.C. Chp. 42 Police
- D.R.M.C. Chp. 55 Transportation and Motor Vehicles
- D.R.M.C. Chp. 56 Utilities

State Regulations
- Colorado Constitution, Article IV, Executive Department
  - Sec. 5 – Governor commander-in-chief of militia
- C.R.S.\(^7\) Title 23, Article 5-126. Governing boards—anti-terrorism measures
- C.R.S. Title 23, Article 5-140. Lifesaving school safety information
- C.R.S. Title 23, Article 5-141. Campus police information sharing - legislative declaration definitions
- C.R.S. Title 23, Article 70-104. Duties of the Auraria Board
- C.R.S. Title 24, Article 33.52, Part 701 et. seq., as amended; entitled the *Colorado Disaster Emergency Act of 1992*
- Executive Order D 011 04, *National Incident Management System*, December 6, 2004

Federal Regulations
- The Disaster Relief Act of 1974
- Emergency Planning and Community Right-To-Know Act of 1986
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (P.L. 93-288)
- Intergovernmental Review of the Federal Emergency Management Agency Programs and Activities (E.O. 12372)
- Disaster Mitigation Act of 2000 (DMA2k)
- Homeland Security Presidential Directives 5 and 8
- Emergency Management and Assistance Regulations (44 CFR Part 206)
- Uniform Admin. Requirements for Grants & Cooperative Agreements to State & Local governments (44 CFR Part 13)
- Uniform Administrative Requirements for Grants and Cooperative Agreements with State and Local Governments (OMB Circular A-102)

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\(^6\) Denver Revised Municipal Code

\(^7\) Colorado Revised Statutes
• Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations (OMB Circular A-110)
• Family Educational Rights and Privacy Act (FERPA)
• Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act

References
• Comprehensive Preparedness Guide 101 (CPG 101 v.2)
• NFPA 1600: Standard on Emergency Management and Business Continuity Programs
• National Incident Management System (NIMS)
• National Response Framework (NRF)
• National Preparedness Goal
• Core Capabilities List
• 20 U.S.C. § 1092(f) Disclosure of campus security policy and campus crime statistics
• State of Colorado Emergency Operations Plan 2013
• Emergency Management Program Guide of Colorado 2013
• City/County of Denver Emergency Operations Plan

Glossary

Terms/Definitions

Access and Functional Needs
Those actions, services, accommodations, and programmatic, architectural, and communication modifications that a covered entity must undertake or provide to afford individuals with disabilities a full and equal opportunity to use and enjoy programs, services, activities, goods, facilities, privileges, advantages, and accommodations in the most integrated setting. These actions are in light of the exigent circumstances of the emergency and the legal obligation to undertake advance planning to meet the disability-related needs of individuals who have disabilities as defined by the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, and those associated with them.

After-Action Review
The after-action review process is a leadership and knowledge sharing tool that helps professionals within AHEC to better understand incidents and important events. Through this process, leadership can identify aspects of planning, preparedness, incident response, and incident management that may either be highlighted as worth sustaining or noted for corrective action.

Emergency Operations Plan
The ongoing plan is maintained by various jurisdictional levels for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.
**Campus State of Emergency**
An executive-level declaration that announces that the campus is in a state of emergency. This means that the AHEC Executive Office can suspend and/or change some functions of the campus and schools’ authority, policies, and procedures. It may also give the City/County of Denver, and/or the State of Colorado executive, legislative and/or the judiciary the power to suspend and/or change some functions in the region (to include the Auraria Campus) during this period of time. It alerts students, staff, faculty, and visitors on the campus to change their normal behavior, and orders campus departments to implement emergency plans. The AHEC Executive Office can declare a state of emergency during a time of natural or manufactured disaster, during a period of civil unrest, or under a credible threat of a public health crisis.

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

**Damage Assessment**
The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks) resulting from a manufactured or natural disaster.

**Disaster**
An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this report, a “large-scale disaster” is one that exceeds the response capability of the local jurisdiction and requires state, and potentially, federal involvement. As used in the Stafford Act, a “major disaster” is “any natural catastrophe [...] 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 [the] Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.” (Stafford Act, Sec. 102(2), 42 U.S.C. 5122(2)).

**Emergency**
Any incident, whether natural or manufactured, 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” (Stafford Act, Sec. 102(1), 42 U.S.C. 5122(1)).

**Emergency Management**
A continuous process in which local, state, federal, non-governmental organizations, private sector agencies, and institutions of higher education conduct incident management and emergency preparedness activities focusing on mitigation, preparedness, response, and recovery periods.
Emergency Operations Center (EOC)
The physical location where the coordination of information and resources to support incident management (on-scene operations) 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, medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or by some combination thereof.

Hazard
A natural, technological, or manufactured source or cause of harm or difficulty.

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

Incident Command System (ICS)
A standardized on-scene emergency management construct specifically designed to provide 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 and designed to aid in the management of resources during incidents. It is used for all types 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 Management Team (IMT)
An incident commander and the appropriate command and general staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

Joint Information Center (JIC)
A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Mass Care
The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include mass evacuation, mass sheltering, mass feeding, access and functional needs support, and household pet and service animal coordination.

Mitigation
Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manufactured disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.
National Incident Management System
A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework
This document establishes a comprehensive, national, all-hazards approach to domestic incident response. It serves as a guide to enable responders at all levels of government and beyond to provide a unified national response to a disaster. It defines the key principles, roles, and structures that organize the way U.S. jurisdictions plan and respond.

NFPA 1600 Standard
This standard promulgated by the National Fire Protection Association (NFPA) that provides the fundamental criteria to develop, implement, assess, and maintain the program for prevention, mitigation, preparedness, response, continuity, and recovery. The standard was developed in synchronization with the U.S. Department of Homeland Security, International Association of Emergency Managers, and the National Emergency Management Association.

Operational Period
The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12 to 24 hours.

Preparedness
A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during an incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Recovery
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.

Resources
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**
A system for identifying available resources at all jurisdictional levels to enable timely, efficient, 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 and assistance agreements; the use of special federal, state, tribal, and local teams; and resource mobilization protocols.

**Response**
Immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Response also includes the execution of plans and actions to support short-term recovery.

**Risk Assessment**
A product or process that collects information and assigns values to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision making.

**Situation Report (SITREP)**
Confirmed or verified information regarding the specific details relating to an incident.

**Standard Operating Procedures/Guidelines (SOP/SOG)**
A reference document or operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

**Terrorism**
Activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources is a violation of the criminal laws of the United States or of any state or other subdivision of the United States. Activity that appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

**Unified Command (UC)**
An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.
### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACPD</td>
<td>Auraria Campus Police Department</td>
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<tr>
<td>AEC</td>
<td>Auraria Executives Council</td>
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<td>AHEC</td>
<td>Auraria Higher Education Center</td>
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<tr>
<td>CAD</td>
<td>Computer Aided Dispatch</td>
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<tr>
<td>CCD</td>
<td>Community College of Denver</td>
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<tr>
<td>CDC</td>
<td>Center for Disease Control</td>
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<tr>
<td>CIAC</td>
<td>Colorado Information Analysis Center</td>
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<tr>
<td>COOP</td>
<td>Continuity of Operations Plan</td>
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<tr>
<td>CPG</td>
<td>Comprehensive Preparedness Guide</td>
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<tr>
<td>CSOE</td>
<td>Campus State of Emergency</td>
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<tr>
<td>CU Denver</td>
<td>University of Colorado Denver</td>
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<tr>
<td>DFD</td>
<td>Denver Fire Department</td>
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<tr>
<td>DHS</td>
<td>Division of Homeland Security</td>
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<tr>
<td>DPD</td>
<td>Denver Police Department</td>
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<tr>
<td>DTRS</td>
<td>Colorado Statewide Digital Trunked Radio System</td>
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<tr>
<td>EHLS</td>
<td>Environmental Health and Life Safety</td>
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<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
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<td>EO</td>
<td>AHEC Executive Office</td>
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<td>EOC</td>
<td>Emergency Operations Center</td>
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<td>EOP</td>
<td>Emergency Operations Plan</td>
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<tr>
<td>EP</td>
<td>Emergency Preparedness (also represents the Office of Emergency Preparedness)</td>
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<td>EPARC</td>
<td>Emergency Policy and Recovery Committee</td>
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<td>FBI</td>
<td>Federal Bureau of Investigation</td>
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<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
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<td>FOIA</td>
<td>Freedom of Information Act</td>
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<tr>
<td>FOUO</td>
<td>For Official Use Only</td>
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<tr>
<td>FTE</td>
<td>Full-Time Equivalent (student status)</td>
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<td>HEOA</td>
<td>Higher Education Opportunity Act</td>
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<tr>
<td>HSEEP</td>
<td>Homeland Security Exercise &amp; Evaluation Program</td>
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<tr>
<td>IAP</td>
<td>Incident Action Plan</td>
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<tr>
<td>IC</td>
<td>Incident Command</td>
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<td>ICP</td>
<td>Incident Command Post</td>
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<tr>
<td>ICS</td>
<td>Incident Command System</td>
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<td>IMT</td>
<td>Incident Management Team</td>
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<td>JIC</td>
<td>Joint Information Center</td>
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<tr>
<td>LEPC</td>
<td>Local Emergency Planning Committee (Denver)</td>
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<td>MSU Denver</td>
<td>Metropolitan State University of Denver</td>
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<td>NCR</td>
<td>Colorado North Central All-Hazards Emergency Management Region</td>
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<td>NFPA</td>
<td>National Fire Protection Association</td>
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<tr>
<td>NGO</td>
<td>Non-Government Organization</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<tr>
<td>NRF</td>
<td>National Response Framework</td>
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<tr>
<td>PIO</td>
<td>Public Information Officer</td>
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<tr>
<td>SOP/SOG</td>
<td>Standard Operations Procedure/Guideline</td>
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<tr>
<td>THIRA</td>
<td>Threat Hazard Identification and Risk Assessment</td>
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<tr>
<td>UASI</td>
<td>Urban Area Security Initiative (Denver)</td>
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<tr>
<td>UC</td>
<td>Unified Command</td>
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<tr>
<td>WPS</td>
<td>Wireless Priority Service</td>
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