



PART III

EMERGENCY RESPONSE PROCEDURES, DUTIES AND RESPONSIBILITIES

I. GENERAL

This plan for response to emergencies/disasters will be implemented, in whole or in part, immediately upon the determination that a Condition 2 or Condition 3 incident is imminent or in progress. The basic plan is brief and general to afford response personnel flexibility in its application. Annexes specific to each response unit are included at the end of this plan to guide university departments and individual responders.

The operational priorities for the university and incident management are:

- a. Life safety
 - Save human lives (highest priority)
 - Treat the injured
 - Warn the UNC community to avoid further casualties
 - Shelter persons-in-place from the effects of the incident
 - Evacuate UNC constituents from the effects of the incident
 - Shelter and care for those evacuated
- b. Incident stabilization and mitigation of secondary hazards
 - Response activities that address the immediate and short-term actions
- c. Protection of property and the environment
 - Restoration of critical campus infrastructure and key resources that are essential to the health, safety, and welfare of all UNC constituents.
 - Save property from harm, and take action to prevent further harm/loss
 - Provide security for property

- Confine hazardous chemicals releases to the smallest area possible
 - Prevent runoff from entering streams, stormwater, and sewer systems.
- d. Recover from the emergency/disaster and restoring the UNC community
- Complete damage assessments
 - Develop recovery guidance and recovery plan
 - Resume campus business processes (Continuity of Operations or COOP) and normal operations

A. Threat Hazard Identification and Risk Assessment (THIRA)

A *hazard* represents an event or condition that has the potential to cause fatalities, injuries, infrastructure, property, environmental damage, and business interruptions.

The UNC THIRA identifies key vulnerabilities that provide the basis for mitigation, preparedness, response, and recovery activities. Hazards are identified and ranked according to natural, technological, or man-made hazards. How the hazard impacts the campus determines the vulnerability of UNC to the disaster or emergency.

Probability assesses 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, financial consequences, and business impact.

Top Hazards most likely to impact the UNC campus (in order of priority)

1. Structure fire (highest priority)
2. Tornado
3. Pandemic disease (campus)
4. Thunderstorm (hail and lightning)
5. Active Shooter
6. Natural gas incident or explosion
7. Building partial collapse
8. Flood – water damage
9. Extreme cold
10. Biological attack Anthrax/Plague
11. Cyber attack

12. Food contamination
13. Bomb /explosion
14. Snow/blizzard (severe)
15. Mass demonstration
16. Chemical spill/leak
17. Extreme heat
18. Rail car incident
19. Energy disruption (lowest priority)

Since many emergencies may be anticipated prior to their actual occurrence, control efforts can be facilitated by identifying potential threats. Once potential threats are identified, mitigation strategies may include training of personnel assigned to threat areas, preplanning emergency response, practice using response plans and equipment, and review of practice sessions. Additional assessment strategies may include analysis of potential criminal incidents that may disrupt University functions as well as adverse weather conditions that may limit or preclude university operations.

B. Warning and Recall Systems

The University Police Communications Center is assigned as the primary responsible department to begin the recall of off-duty personnel necessary to staff the Emergency Operations Center (EOC) and to respond to the emergency. As the EOC becomes operational, additional critical and support staff may be called to the center at the direction of the Incident Commander who may be at the Field Command Post or at the EOC depending on the incident.

C. On-Scene Incident Management

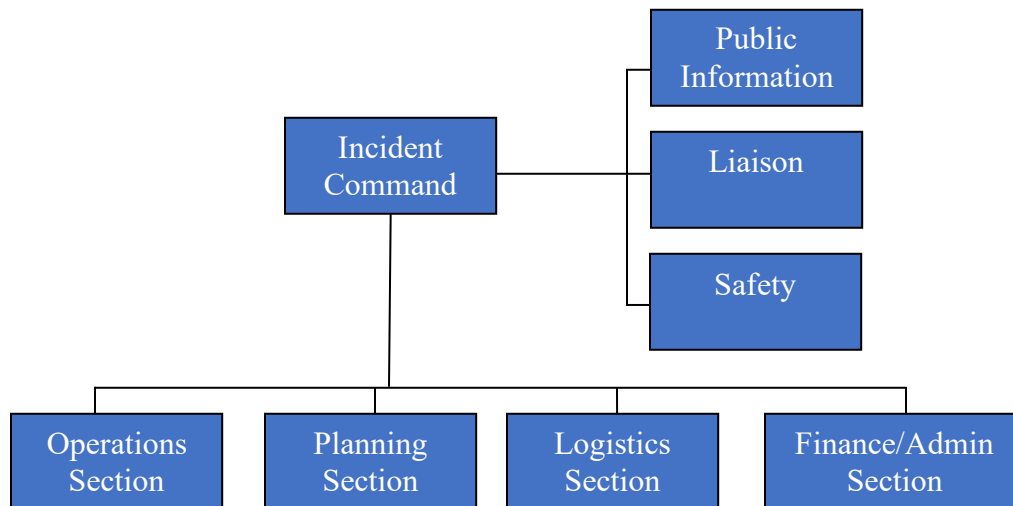
Most incidents that occur on campus are managed by field Incident Commanders (IC), and it is not necessary to activate the EOC. The IC retains tactical control of the response resources throughout the duration of the incident.

UNC operates in accordance with best practices in emergency management and incident management based on the following:

- National Incident Management System (NIMS)
- National Preparedness Guidelines
- Comprehensive Preparedness Guide (CPG) 101, Developing and Maintaining Emergency Operations Plans

The National Incident Management System and the Incident Command System establish a clear progression of coordination and communication that begins with UNC incident management. As the incident begins to grow in complexity and cannot be resolved with UNC efforts, external local, state, and federal levels of emergency management partners will be contacted for assistance.

The local Incident Command Structure is responsible for directing on-scene emergency operations and maintaining command and control of on-scene incident operations.



Command Staff

- Incident Commander (IC)
 - Responsible for all aspects of the emergency response, including developing incident objectives, managing incident operations, and ensuring the safety of all university personnel and responders.
 - Implement the emergency operations plan.
 - Initiate staff alert and recall efforts.
 - Initially responsible for all NIMS (National Incident Management System) Command Staff Functions until assigned or staffed at EOC.
 - Provide overall leadership for incident response.
 - Direct all activities and functions until delegated to other authority.

- Safety Officer
 - Monitor incident safety conditions and develop measures for ensuring the safety of responders, as

well as students, staff, and faculty on campus during the incident.

- Identify and assess hazardous situations (HAZMAT concerns, radiological monitoring) and prevents accidents.
 - Maintain active presence in the disaster/recovery zone.
 - Coordinate removal of all possible safety hazards.
- **Liaison Officer**
 - assists the Incident Commander by serving as the point of contact for agency representatives who are helping to support the operation.
 - Identify and communicate problems between supporting agencies.
 - Participate in planning meetings by providing status updates on current resources, resource limitations and capabilities of those responding.
 - Prepare and include necessary information about agencies in the IAP.
- **Public Information Officer**
 - Serves as the liaison to the news media to provide/coordinate live press briefings, public information statements, news releases, and other information approved by the IC and/or the Cabinet.
 - Advise the IC on issues related to information dissemination and media relations.
 - When necessary, activate a Joint Information Center (JIC) and call center. Coordinate and get approval from the IC before the release of all incident-related information.
 - Communicate to campus community regarding the incident.
 - Control and correct misinformation and rumors
- **Operations Section**
 - Direct all tactical operations of an incident, including implementation of response/recovery activities
- **Planning Section**
 - Collects, evaluates, and disseminates information needed to measure the size/scope of the incident, and plan appropriate incident management.

- *Logistics Section*
 - Supports incident response operations by securing and providing personnel, equipment, and resources.
- *Finance/Administration Section*
 - Oversees all financial activities including purchasing necessary materials, tracking incident costs, time keeping, and submitting documentation for reimbursement.

An Incident Command Post (ICP) may be established near the scene of the emergency by the first officers arriving at the site. Depending on the type of incident, the field command post may be co-located with the Greeley Fire Department Incident Command Center, Greeley Police Department, or the Weld County Sheriff's Office. The field command post will identify resources needed at the scene and communicate these needs to the Emergency Operations Center.

The Emergency Operations Center will obtain the requested resources and direct their deployment. Under certain circumstances, the Emergency Operations Center may mobilize and deploy resources on its own initiative, keeping the field command post advised of such action as appropriate.

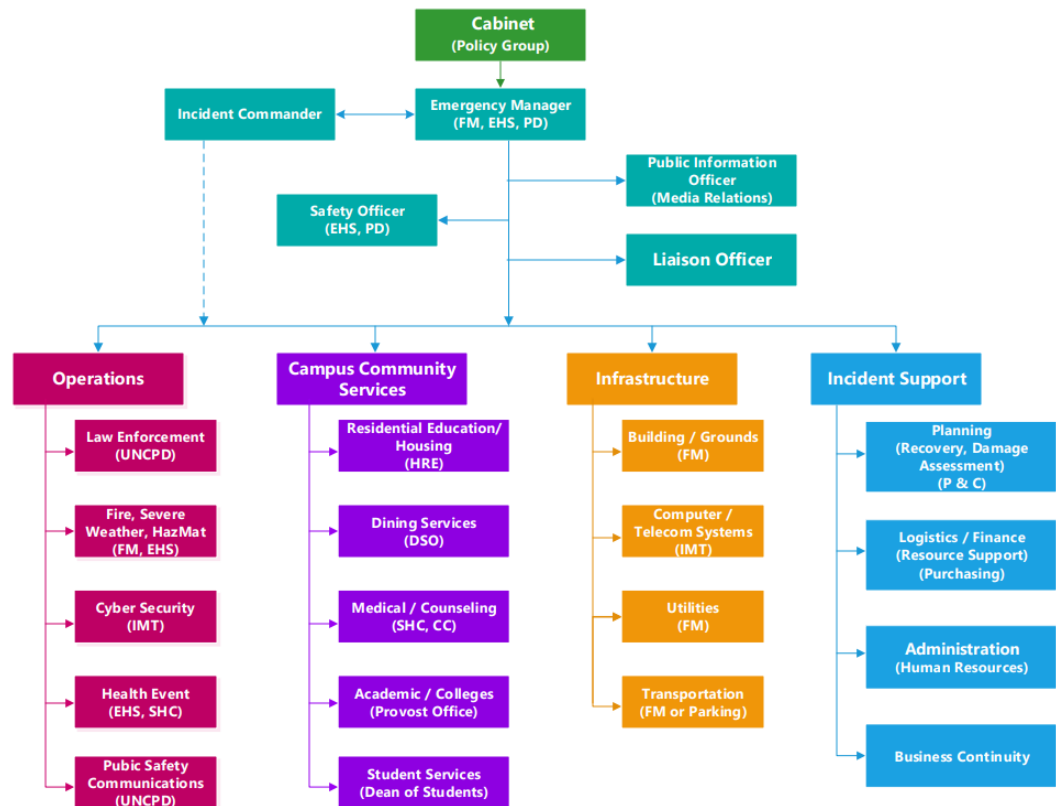
D. Establishment of the Emergency Operations Center¹

When emergencies exceed field capabilities, or at the request of the IC, the Emergency Operations Center will be activated to provide assistance and meet the growing need of the incident. The EOC serves a support role to the Incident Commander and on-scene emergency operations. There may be other incidents where an EOC activation is appropriate, even though there is no incident command system in the field. Significant events will likely require both field incident command and EOC activation.

The Emergency Operations Center is a coordination center for incidents on or affecting the UNC campus. It is a centralized location for campus operations management to function, make decisions, share information, allocate and coordinate resources, provide incident communication coordination, and support the overall disaster emergency response.

¹ See UNC EOC Core Manual for more information on Emergency Operations Center

Inside the EOC, the following organizational structure is implemented to manage the EOC operational system. All personnel assigned to the EOC are expected to have decision-making authority to coordinate their departments response and recovery activities.



When the EOC is activated, the importance of having the Cabinet engagement is critical. The AVP for Administration (or designee) is responsible for engaging the Cabinet, and shall provide initial briefings that include the following:

- Known impacts to the UNC campus
- Emergency/Disaster forecast projections
- Meeting schedules
- Communication process
- Resource requests
- Unmet needs

E. Resource Management

Resources include personnel, equipment, teams, supplies, and facilities. The mobilization of resources shall be conducted during incidents in accordance to the Resource and Support Annex. The EOC maintains a database of locally available resources and their locations. The database should include university, public and private equipment, and personnel with specialized technical skills.

F. Mutual Aid Agreements

UNC does not have all the personnel, equipment, and materials needed to cope with a major emergency or disaster. Necessary additional assistance may be acquired through mutual aid agreements that provide additional resources from non-impacted areas.

Mutual aid agreements and state statutes provide for mobilization of additional resources such as the Colorado State Patrol, other city and county law enforcement agencies, the Colorado Bureau of Investigation, the Colorado National Guard and federal agencies such as the Bureau of Alcohol, Tobacco, Firearms, and Explosives. etc.

In the event of a large-scale emergency on campus, the City of Greeley Emergency Operations Plan may also be implemented in support of university emergency needs, as well as activation of the Weld County Emergency Operations Center.

G. Essential Personnel

Other University personnel may be designated as 'essential personnel' by their supervisor and may be required to report for duty during campus emergencies.

I. Recovery Operations

Prior to the termination of the emergency, a Damage Assessment and Recovery team consisting of representatives from Facilities Management, Risk Management, Finance and Administration, Environmental Health and Safety and the UNC Police will focus its attention on recovery operations. Recovery operations may include such activities as assessment and monitoring site for area hazards, cleaning debris, ensuring that all utilities are functional, repairing

structural and cosmetic damage, removal of barricades or cordons and any other steps necessary to restore the area of the emergency to normal operations.

H. After-Action Report (AAR)

The After-Action Report is developed and used to identify strengths and weaknesses during the response to the emergency. The Emergency Manager will facilitate a meeting between departments to discuss the details of the incident. Participants will discuss the following:

- What was the impact?
- What actions were taken?
- Concerns associated with the response
- Lessons learned and corrective actions to be made

Corrective actions will be assigned, tracked, and monitored for progress by the individual departments responsible for each. Additional assistance may be provided by Emergency Management.