The following document represents the all-hazards, comprehensive emergency management plan for the University of Colorado Anschutz Medical Campus. This plan was developed through a collaborative planning process involving key campus and external stakeholders.
Promulgation Statement

The University of Colorado Anschutz Medical Campus shares a responsibility with county and municipal governments to be prepared in the event of a natural, technological, or man-made emergency or disaster that threatens life, property, or the environment. At the University of Colorado Anschutz Medical Campus, the University Police Department Emergency Management Division is responsible for the coordination of preparedness, response, and recovery activities; the Chancellors confer emergency powers on the campus Emergency Response Team, to meet this responsibility.

In order to provide for an effective preparedness for, response to, and recovery from emergency situations, campus organizations must plan and prepare together with the federal, state, local and tribal governments, as well as the private and non-profit sectors. The concept and assignment of responsibilities outlined in this plan shall serve as the basis for the conduct of emergency operations by the University of Colorado Anschutz Medical Campus. It shall be the responsibility of all campus entities, in cooperation with local, county, and state agencies and organizations herein referenced to perform their assigned functional tasks and to prepare and maintain standard operating procedures and/or guidelines. All responsible parties shall provide notice of revisions and improvements to this University of Colorado Anschutz Medical Campus Comprehensive Emergency Management Plan and support it through training and exercises.

This plan is in accordance with existing federal and state statutes, in coordination with the National Response Framework and is National Incident Management System compliant, and within the confines of all university and campus policies. It will be revised and updated at least biennially, or more frequently as warranted. This plan is written and will be updated in compliance with the Federal Emergency Management Agency’s Developing and Maintaining Emergency Operations Plan, Comprehensive Preparedness Guide 101, Version 2.0, November 2010.

Therefore, by virtue of the authority vested in me as Chancellor for the University of Colorado Anschutz Medical Campus, I hereby promulgate the University of Colorado Anschutz Medical Campus Comprehensive Emergency Management Plan. Furthermore, I charge the University of Colorado Denver | Anschutz Medical Campus University Police Department Emergency Management Division with responsibility for the implementation of this plan under emergency conditions and its ongoing development, as experience and changing conditions require.

___________________________________________________________
Donald M. Elliman, Jr. Date
Chancellor
Approval and Implementation

This University of Colorado Anschutz Medical Campus Comprehensive Emergency Management Plan will be effective upon submission by the University of Colorado Denver | Anschutz Medical Campus Police Department Chief of Police and approval by the Chancellor of the University of Colorado Anschutz Medical Campus.

This plan will be executed upon order of the Chancellor, or his authorized representative.

This document replaces and supersedes all previous versions of the University of Colorado Anschutz Medical Campus’s emergency response plans.

SUBMITTED: __________________________ Date

Doug Abraham
University of Colorado Denver | Anschutz Medical Campus Chief of Police

APPROVED: __________________________ Date

Donald M. Elliman, Jr.
Chancellor
The University of Colorado Anschutz Medical Campus Comprehensive Emergency Management Plan (CEMP) establishes the basis for providing emergency response resources and assistance to the campus community if impacted by emergencies or disasters. The CEMP assumes an emergency or disaster would overwhelm the capability of any one campus department, school, or college.

The CEMP covers all four phases of emergency management: mitigation, preparedness, response, and recovery. The CEMP also makes considerations for homeland-security issues by directing personnel and resources towards prevention and protection activities, to the extent possible on a university campus.

The CEMP recommends that all university affiliates and stakeholders develop and implement internal response standard operating procedures (SOPs) for their departments, schools, colleges, etc. These procedures will define and express how tasks, functions, and activities will be accomplished as they relate to the CEMP. These procedures may be administrative, routine, or tactical in nature.

The CEMP uses a departmental structure in terms of campus support for response and recovery operations. These represent departments on campus with missions, training, activities and resources that support overall university response and recovery operations during emergencies and/or disasters. These groups are organized within the CEMP in a manner that ensures ease of direction, control, and coordination before, during and after major incidents.

The following university departments and organizations agree to support the CEMP and to carry out their assigned functional responsibilities. Other university departments not directly identified in the CEMP may also be called upon to support facilities, equipment, personnel, or other resource needs during implementation of the CEMP.

Additionally, these departments agree to support ongoing emergency planning efforts to include public safety and specialized training, ongoing maintenance and evaluation of the CEMP, as well as participating in an exercise program to ensure continual validation of the CEMP.

University departments who have a role in the development and execution of this CEMP are signatories to the plan.
Signature Page

<table>
<thead>
<tr>
<th>Department</th>
<th>Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Record of Changes

As changes are made to this plan, the following procedures should be followed:

1. The University of Colorado Denver | Anschutz Medical Campus Emergency Management Division will issue all changes to holders of the plan through electronic media, email, or hard copy.

2. Upon receiving written notification regarding changes to this plan, individuals issued a hard copy should insert new pages and remove and destroy old pages. Minor changes may be made on existing pages by pen and ink.

3. When any change is made, enter the information into the log below accordingly.

4. A rewrite of this document will be performed every five years with a review and modification every two years.

<table>
<thead>
<tr>
<th>Change Number</th>
<th>Date</th>
<th>Page &amp; Section</th>
<th>Brief Description</th>
<th>Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change Number</td>
<td>Date</td>
<td>Page &amp; Section</td>
<td>Brief Description</td>
<td>Initials</td>
</tr>
<tr>
<td>---------------</td>
<td>------</td>
<td>----------------</td>
<td>-------------------</td>
<td>---------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Record of Distribution

Primary Distribution List

<table>
<thead>
<tr>
<th>Copy No.</th>
<th>Individual Name &amp; Title/Organization</th>
<th>Date of Transmission</th>
<th>Date of Receipt</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Secondary Distribution List

Personnel and organizations on the secondary distribution list are those identified as essential to knowing the framework of the Comprehensive Emergency Management Plan (CEMP), but that may not be internal, campus stakeholders.

<table>
<thead>
<tr>
<th>Copy No.</th>
<th>Individual Name &amp; Title/Organization</th>
<th>Date of Transmission</th>
<th>Date of Receipt</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Table of Contents

## I. Purpose, Scope, Situation, Assumptions, & Limitations
   A. Purpose ................................................................. 11
   B. Scope ........................................................................ 13
   C. Situation ..................................................................... 14
   D. Assumptions .............................................................. 15
   E. Limitations ............................................................... 17

## II. Authorities, Guidance, and References
   A. Legal Authorities ........................................................ 18
      1. Federal Law ......................................................... 18
      2. State Law ............................................................ 18
      3. Local Law ............................................................ 18
      4. University Authority .............................................. 19
   B. Guidance Documents ................................................... 19
      1. Federal ............................................................... 19
      2. State ................................................................. 19
      3. County ............................................................... 19
      4. University of Colorado Anschutz Medical Campus .... 19
   C. References ............................................................... 20

## III. Concept of Operations
   A. General ..................................................................... 20
   B. National Response Framework (NRF) ........................... 21
   C. National Incident Management System (NIMS) .............. 21
   D. Core Response & Recovery Capabilities .......................... 22
      1. Incident Command System (ICS) ............................. 22
      2. Unified Command System (UC) .............................. 23
      3. Multi-agency Coordination System (MACS) ............... 24
      4. Public Information & Warning, and Interoperable Communication .............................................. 24
   E. Continuity Planning .................................................... 26
F. Emergency Management Phases – General Activities ........................................ 26
   1. Mitigation ........................................................................................................ 26
   2. Preparedness .................................................................................................. 27
   3. Response ......................................................................................................... 28
   4. Recovery ......................................................................................................... 28

IV. University Organizational Roles and Responsibilities .................................... 29
   A. Organization .................................................................................................... 29
   B. Roles and Responsibilities .............................................................................. 29
      1. University Crisis Leadership Team (UCLT) .............................................. 29
      2. Emergency Response Team (ERT) ............................................................. 30
      3. Campus-wide Emergency Management Team ......................................... 31

V. Government and Private Sector Roles, Responsibilities, and Relationships ....... 32
   A. Government and Private Sector Roles and Responsibilities ......................... 32
      1. Local ............................................................................................................. 32
      2. State .............................................................................................................. 32
      3. Federal .......................................................................................................... 32
      4. Tribal ............................................................................................................ 33
      5. Private and Non-Profit Sectors .................................................................... 33
   B. Building Partnerships ...................................................................................... 33
      1. Campus, Local, State, and Federal Relationship: Special Needs Population .... 34

VI. Operational Coordination ................................................................................. 35
   A. Strategic and Policy Direction ....................................................................... 35
   B. Emergency Response Team (ERT) .................................................................. 36
   C. On-scene Incident Management/Incident Command System (ICS) .............. 37
   D. EOC Management ........................................................................................ 38
      1. EOC Activation Levels ............................................................................... 38
      2. EOC Activation Authority .......................................................................... 40
      3. Other Coordination Facilities ...................................................................... 41

VII. Administration, Finance, and Logistics ............................................................ 41
   A. Administration ............................................................................................... 41
   B. Finance .......................................................................................................... 42
C. Logistics..........................................................................................................................43
D. Insurance .......................................................................................................................43

VIII. Plan Maintenance.......................................................................................................44
   A. General..........................................................................................................................44
   B. Responsibilities............................................................................................................44
   C. Frequency ...................................................................................................................44

IX. Testing, Evaluation & Assessment, and Corrective Action .........................................45
   A. Testing .........................................................................................................................45
   B. Evaluation and Assessment .......................................................................................45
   C. Corrective Action ........................................................................................................45
I. Purpose, Scope, Situation, Assumptions, & Limitations

A. Purpose

The purpose of the University of Colorado Anschutz Medical Campus (CU Anschutz) Comprehensive Emergency Management Plan (CEMP) is to describe the approach to response and recovery activities related to emergencies and disasters. It establishes the policies and procedures by which the university shall coordinate campus, local, state, and federal response to emergencies and disasters that affect CU Anschutz. It is designed to provide general guidelines and principles for planning, managing, and coordinating the overall response and recovery activities for the campus before, during, and after major emergencies, events, and disasters. Furthermore, it utilizes a hybrid Incident Command System (ICS)-emergency support function (ESF) structure to marshal and apply limited university resources and describes the responsibilities of university departments, schools, colleges in executing effective response and recovery operations.

Although the university works in conjunction with campus partner affiliates (University of Colorado Hospital, Children’s Hospital Colorado, etc.) to streamline emergency planning and response efforts, this CEMP applies specifically to buildings and property that are leased, owned or operated by CU Anschutz.

This CEMP incorporates the concepts and requirements found in federal and state laws, regulations, and guidelines, as well as regulations and guidelines put into place by the University of Colorado Board of Regents, President, and Chancellors. Furthermore, the CEMP provides the decision framework to enable university policy-level decision makers to effectively respond to and recover from emergencies and disasters. This plan describes the basic strategies, assumptions, and mechanisms through which university departments will mobilize resources and conduct activities to guide and support emergency management efforts through the response and recovery phases of a disaster. The plan identifies the responsibilities and actions required to protect lives, property, and the environment from natural, man-made, and technological emergencies and disasters, and helps to ensure resiliency for the CU Anschutz community.

This document embraces the National Response Framework (NRF), the National Incident Management System (NIMS), the Comprehensive Preparedness Guide (CPG) 101, Version 2.0, the Presidential Policy Directive PPD/8, the National Preparedness Goal, and the National Preparedness System as fundamental guidance for the university’s emergency management program. To reflect evolving guidance and requirements of these documents, the CEMP is amended.
and updated every two years and rewritten every five years. The structure of this CEMP mirrors that outlined in the NRF and relevant Federal Emergency Management Agency (FEMA) guidance. The plan provides for an orderly means to prevent (or minimize through the use of mitigation strategies), prepare for, respond to, and recover from emergencies or disasters that threaten life, property, and the environment of CU Anschutz. It has been developed under the concept of community-based planning. The premise is that all sectors of a community play a critical role and shared responsibility to protect life and property, incident stabilization, and university resiliency.

The CEMP consists of four components: (1) Basic Plan, (2) Functional Annexes, (3) Departmental Annexes, and (4) Threat- and Hazard-Specific Annexes.

**Basic Plan** - Establishes fundamental policies and assumptions for university emergency management; outlines the campus’s vulnerabilities to potential hazards; establishes a comprehensive emergency management concept of operations; and outlines federal, state, county, local, and university relationships and responsibilities. The basic plan includes planning assumptions, roles and responsibilities, a concept of operations, incident management actions, and plan maintenance instructions. The incident management actions incorporate the updated requirements of the NIMS.

**Functional Annexes** – Identify the specific activities required to support several response and recovery activities that are not threat or hazard specific. Within each functional annex the departments within the university that are responsible for performing overarching response and recovery activities that cross several departmental boundaries are identified. While departments and descriptions of the specific tasks are included, detailed procedures for performing actions are not described at the tactical level. The detailed procedures shall be developed by the coordinating department in the form of Interagency Coordination Procedures (ICPs), Standard Operating Procedures (SOPs), and Standard Operating Guides (SOGs).

**Departmental Annexes** - Identify specific activities required to support several response and recovery activities for university departments, which are not threat or hazard specific. These are activities that are unique to each department specifically mentioned in the CMEP Basic Plan. While departments and descriptions of the specific tasks are included, detailed procedures for performing actions are not described at the tactical level. The detailed procedures shall be developed by the coordinating departments in the form of ICPs, SOPs, and SOGs.
Threat- & Hazard-Specific Annexes – Identify the specific activities required to support several response and recovery activities that are nuanced and based upon the specific threat or hazard affecting the campus. Annexes will be developed on a continual basis, and prioritization will be based upon empirical analysis conducted through the Threat/Hazard Identification – Risk Assessment (THIRA) process.

B. Scope

This document provides structures for implementing university-community policy and operational coordination for incident response. It can be partially or fully implemented in the context of a threat, in anticipation of a significant event, or in response to an incident. Selective implementation allows for a scaled response, delivery of the exact resources needed, and a level of coordination among all campus and community stakeholders and response partners, appropriate to each incident.

This CEMP is intended to accelerate and make more disciplined the university’s capacity to rapidly assess and respond to incidents that may require assistance beyond university resources, including mutual aid from local, county, or state departments and/or agencies. In practice, many incidents require virtually spontaneous activation of interagency coordination protocols to prevent the incident from becoming worse or to surge more aggressively to contain it. A CU Anschutz department acting on independent, normal authority may be the initial and the primary incident responder, but incidents that require more systematic or comprehensive response will be actively coordinated through the appropriate mechanisms described in this document and in its supporting annexes.

Initial coordination of CU Anschutz incident assessment and response efforts is intended to occur seamlessly, without need for any formal trigger mechanism such as a written declaration by the University of Colorado Board of Regents, President, or Chancellors. This will support a more nimble, scalable, and coordinated response by the entire university and emergency management community.

Major components of this plan include direction, control, and coordination; information collection, analysis, and dissemination; and concept of operations, supported by automatic activation of campus response resources including, but not limited to the following CU Anschutz departments:

- University of Colorado Denver | Anschutz Medical Campus Police Department (University Police Department),
- University of Colorado Denver | Anschutz Medical Campus Facilities Management (University Facilities Management),
C. Situation

The CU Anschutz campus is a 230-acre campus located on the former Fitzsimons Army Medical Center in northwest Aurora, eight miles east of downtown Denver. In addition there is an adjacent 160-acre Colorado Science and Technology Park at Fitzsimons that is affiliated with the university. There is 11.3 million square feet of modern, state-of-the-art training facilities for future health professionals across the campus footprint. In addition, the Veteran Affairs Medical Center will cover 31 acres of land on the southeast corner of campus. The 1.1 million square foot facility will support inpatient, outpatient, spinal cord injury, research, and education services.

The campus is the only comprehensive academic health sciences center in Colorado, the largest academic health center in the Rocky Mountain Region, and one of the newest education, research, and patient care facilities in the world. The University of Colorado Hospital and Children’s Hospital of Colorado cover approximately 1.8 million gross square feet of the campus, and serve 1.5 million patient visits annually. There are nearly 19,000, individuals employed on the campus in a variety of capacities, 10,000 of these are university faculty and staff. The campus provides significant support for the local and state economy, because campus purchases of goods and services, including research subcontracts and consumer spending by faculty, staff, and students, support an over 10,000 jobs in Colorado.

Due to its location and geological features, the campus is vulnerable to the damaging effects of several threats and hazards that include, but are not limited to:

**Natural Hazards:** Tornado, straight-line winds, snow/ice/hail, extreme temperatures, drought, flood, and pandemic (human and/or animal).

**Technological Hazards:** Hazardous materials spill (fixed facility or transportation), fire/explosion, building/structure collapse, power/utility outage, transportation accident (rail, aircraft, motor vehicle), information technology outages (network disruption, communications failures, etc.).

**Human-Caused Threats:** Demonstration/special events, riot, workplace violence/active harmer, cyber attacks, economic emergency, terrorism/sabotage,
hostage situation, attack (conventional, radiological, nuclear, biological, chemical).

The University EMD has taken care in identifying the threats and hazards facing the campus, and have worked to develop and execute plans, training, and exercises that fully serve the whole campus community. The University EMD has worked with numerous campus stakeholders, as well as local, county, and state agencies, organizations, and other concerned stakeholders to ensure that the campus is prepared to mitigate, prevent, protect, prepare for, respond to, and recover from threats and hazards. By researching historical records and learning from past hazardous events through the comprehensive THIRA process, vulnerabilities have been identified and estimated future losses projected. In addition, university capabilities, leveraged against existing Memoranda of Understandings (MOUs) with local response agencies, have been identified and assessments have been made concerning current effectiveness.

The University EMD conducts emergency preparedness awareness campaigns and outreach at various campus events, through the division’s website, and through a social media presence on Twitter and Facebook. Awareness campaigns are all-hazards in nature, and include (but are not limited to) severe weather awareness, winter weather awareness, flood awareness, active harmer, and tornado awareness. In addition, emphasis is placed on increasing awareness about building preparedness kits; being aware of threats and hazards on campus as well as during commutes to and from campus; signing up for CU Anschutz emergency alert notifications; and having/knowing emergency operations plans at the office, in the classroom, and at home.

D. Assumptions

- Incidents mean an occurrence or event (natural, technological, or human-caused), that requires a response to protect life, property, or the environment (e.g., major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials [HAZMAT] spills, nuclear accidents, aircraft accidents, earthquakes, tornadoes, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response).
- Incidents may occur at any time with little or no warning in the context of a general or specific threat or hazard, and they may involve single or multiple geographic/campus areas.
- All incidents begin and end locally and are typically managed at the lowest possible geographic, organizational, and jurisdictional level.
• Governmental officials within the cities and counties recognize their responsibilities regarding the safety and well-being of the public, including the campus community, and they will assume their responsibilities during campus disasters.

• University leadership and decision makers, including the University of Colorado Board of Regents, President, Chancellors, Vice Chancellors, etc. must continue to function under all threats, emergencies, and disaster conditions.

• The university possesses varying levels of capabilities, plans, procedures, and resources to provide for the safety and welfare of the CU Anschutz community (students, faculty, staff, and visitors), which are somewhat threat or hazard dependent. There is also some variation in the capacity to protect university property and the environment in times of emergency or disaster. MOUs and Memorandums of Agreement (MOAs) will likely be needed during higher-level emergencies and/or disasters.

• Members of the CU Anschutz community are encouraged to develop a family disaster plan and maintain the essential supplies to be self-sufficient at home for a minimum of 72 hours.

• Members of the CU Anschutz community are encouraged to remain vigilant to threats and hazards, to educate themselves on emergency planning elements such as shelter-in-place and evacuation locations, and to maintain a small preparedness kit in their labs, offices, backpacks, etc. to help them be prepared for emergencies and ensure resiliency.

• University departments, schools, and colleges are expected to develop internal response plans that will integrate and be compatible with university resources and this plan.

• Incident management activities for CU Anschutz shall be initiated and conducted using the NIMS Command and Management principles. In accordance with NIMS requirements, the ICS will be used as the on-scene management system.

• Incidents may cause significant alterations and damage to the campus environment resulting in numerous casualties and fatalities, displaced individuals, property loss, disruption of normal life support systems, disruption of essential campus services, disruption of critical campus business functions (including teaching, research, etc.) and damage to basic campus infrastructure.

• Incidents are likely to pose a challenge for the whole community but specifically the special needs population which includes, but are not
limited to, children, individuals with disabilities, and others with access and functional needs, diverse communities, the elderly, patients visiting campus, and people with limited English proficiency. These groups may be lacking in resources, mobility, and/or capability to react, cope, or understand the emergency conditions and circumstances.

- Emergency efforts will enable members of the CU Anschutz community (including visitors) with disabilities to evacuate, use emergency transportation, and participate in all emergency and disaster related programs together with their service animals.
- Incidents may attract a sizeable influx of independent, spontaneous volunteers, and supplies and may require prolonged, sustained incident management operations and support activities.
- Individuals, community-based organizations, and businesses are likely to offer services and support in time of disaster.
- Incidents (depending on the type and magnitude of the threat or hazard) may quickly overwhelm capabilities of university departments, private-sector infrastructure owners and operators, and healthcare providers located on campus.
- Mutual aid and other forms of assistance will be rendered when university resources become exhausted or anticipation of exhaustion of resources occurs.
- The greater the complexity, impact, and geographic scope of an emergency, the more multiagency coordination, beyond just university departments and organizations, will be required.

Note: This plan is not intended to limit or restrict initiative, judgment, or independent action required to provide appropriate and effective emergency and disaster mitigation, preparation, response, and recovery.

E. Limitations

- It is the policy of the university that no guarantee is implied by this plan. Because local government assets and systems may be damaged, destroyed, or overwhelmed, the University Emergency Response Team (University ERT) can only endeavor to make reasonable efforts to respond based on the situation, and information and resources available at the time.
- Adequate funding is needed to support this plan and its programs. The performance of the assigned tasks and responsibilities will be dependent
on appropriations and funding to support this plan. Lack of funding may degrade the services envisioned under this plan.

- Disaster response efforts are often hampered by equipment and facility damage, communication failures, inclement weather, responder injury and death, and many other limiting factors. In the event of an emergency or disaster that exceeds available resources, the campus should expect and be prepared for a minimum 72 hour delay for emergency response services.

- The success of the execution of this plan is based, in part, on the successful collaboration and cooperation of campus and external stakeholders. Building these collaborative relationships is a long-term process the successful achievement of which is difficult to measure in tangible terms.

II. Authorities, Guidance, and References

A. Legal Authorities

1. Federal Law


2. State Law

   - C.R.S. 24-33.5-704.

3. Local Law

4. University Authority
   - This CEMP is promulgated under the authority of the Chancellor of the University of Colorado Anschutz Medical Campus.
   - This CEMP is written and maintained by the University EMD, in cooperation and collaboration with the University ERT.

B. Guidance Documents

1. Federal
   - National Incident Management System, December 2008
   - National Preparedness Goal, September 2011
   - National Preparedness System, November 2011

2. State
   - Colorado Disaster Emergency Act, October 2013
   - State of Colorado Emergency Operations Plan, April 2013

3. County
   - Adams County Emergency Operations and Recovery Plan

4. University of Colorado Anschutz Medical Campus
   - University of Colorado Denver | Anschutz Medical Campus Hazard Vulnerability Analysis (HVA)
   - University of Colorado Denver | Anschutz Medical Campus Emergency Operation Center (EOC) Standard Operating Procedures (SOPs)
   - University of Colorado Denver | Anschutz Medical Campus EOC Position Checklist Manual
C. References

- University of Colorado Anschutz Medical Campus Emergency Preparedness Quick-Reference Guide.
- University of Colorado Denver | Anschutz Medical Campus Police Department Response Protocols/Policies.
- University of Colorado Anschutz Medical Campus, Campus Access Management Plan (CAMP).
- University of Colorado Denver | Anschutz Medical Campus Emergency and Incident Response Plan for the Select Agent Program BSL3 Laboratory.
- University of Colorado Denver | Anschutz Medical Campus Information Technology Business Recovery Plan.
- University of Colorado Denver | Anschutz Medical Campus Departmental Continuity of Operations (COOP) Plans.

III. Concept of Operations

A. General

This CU Anschutz CEMP is based on the premise that emergency operations will begin and end with the university, and assistance from the city, county, or state will only occur at such time that the complexity of the emergency or disaster exceeds the response capabilities of the university. Requests for assistance beyond university resources will only be submitted to the local and/or county emergency management agency when campus resources are depleted and campus capabilities are exceeded by the complexity and magnitude of the emergency or disaster.

This plan takes into account the involvement of the whole community, which includes university departments, schools, and colleges that are mandated or encouraged to develop, exercise, and maintain individual emergency response plans (ERPs); individuals; University of Colorado Hospital; Children’s Hospital of Colorado; Veteran Affairs Hospital; private and non-profit sector partners; faith-based organizations; and local, county, and state departments and agencies that may support campus response and recovery operations during significant disasters that may result in a state or federal disaster declaration.
When university resources become exhausted emergency managers depend on the involvement of multiple jurisdictions, departments, and agencies for support. Therefore, it is imperative that the whole campus and local communities be prepared to assist in this effort. This plan will be activated under the direction of the University of Colorado Board of Regents, President, or Chancellors, or by an appointed designee in response to emergency or disaster events, which prove to exceed the ability and resources of campus emergency management and response capabilities.

B. National Response Framework (NRF)

The NRF is a guide to how the United States conducts all-hazards incident response. The NRF delineates the roles of state and local governments during emergency response, and how all levels of government will support and supplement efforts at the lowest jurisdictional level before, during, and after a disaster or emergency situation. If university or local needs exceed available resources, assistance can be requested through the local and state mutual aid agreements (MAAs) and/or through the disaster declaration process.

The NRF emphasizes the concept of resilient communities. University resiliency begins with prepared individuals (students, faculty, staff, visitors, etc.) and depends on engagement of university leadership, local government, civic leaders, and private sector businesses and organizations. These entities should work with individuals, families, and service providers for people with disabilities and others with access and functional needs to enhance their awareness of risk levels and specific threats, develop emergency plans, and prepare emergency supply kits.

C. National Incident Management System (NIMS)

NIMS provides a consistent framework for incident management, regardless of the cause, size, or complexity of the incident. NIMS provides first responders and authorities with the same foundation for incident management for all hazards. NIMS provides a consistent nationwide approach for federal, state, tribal, local governments, as well as university leadership to work together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

The components of NIMS include:

- ICS
• Multi-agency Coordination Systems (MACs)
• Training
• Identification and management of resources (including systems for classifying types of resources)
• Qualification and certification
• Collection, tracking, and reporting of incident information and incident resources.

D. Core Response & Recovery Capabilities

In order to effectively respond to emergencies and incidents at CU Anschutz, the university must develop capacity and capabilities consistent with the National Response Goal and National Response Plan. The critical capabilities that the campus should direct its resources and attention to include, but are not limited to, the following capabilities.

1. Incident Command System (ICS)

ICS is a critical component of NIMS and is used to manage all incidents. ICS is used to organize on-scene operations for a broad spectrum of emergencies from small to complex incidents, both natural and man-made. The field response level is where emergency management/response personnel, under command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. Resources from the federal, state, tribal, local, or campus levels, when appropriately deployed, become part of the field ICS as prescribed by the local or campus authority. ICS is used by all levels of government – federal, state, tribal, local, and university – as well as by many non-governmental organizations (NGOs) and the private sector. ICS is applicable across disciplines.

ICS Management includes the following characteristics:

• Common Terminology
• Modular Organization
• Management by Objectives
• Reliance on an Incident Action Plan
• Manageable Span of Control
• Pre-designated Incident Mobilization Center Locations and Facilities
• Comprehensive Resource Management
- Integrated Communications
- Establishment and Transfer of Command
- Chain of Command/Unity of Command
- Unified Command
- Accountability of Resources and Personnel
- Deployment
- Information and Intelligence Management.

2. **Unified Command System (UC)**

Unified Command is a structure that brings together the Incident Commanders of major organizations/agencies involved in the incident in order to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities. This structure is particularly important in a campus environment in which needed resources may not be available (e.g. Fire Fighting, etc.) and local response agencies are needed to effectively manage the incident or disaster.

The UC links the organizations/agencies responding to the incident and provides a forum for these entities to make consensus decisions. Under the UC, various university departments, jurisdictions, and/or agencies and non-government responders are co-located or closely coordinate and communicate throughout the operation to create an integrated response team.

The UC is responsible for overall management of the incident and possesses the decision-making authority. The UC directs incident activities, including development and implementation of overall objectives and strategies, and approves ordering and releasing of resources. Members of the UC will work together to develop a common set of incident objectives and strategies, share information, maximize the use of available resources, and enhance the efficiency of the individual response organizations.

UC members shall represent an appropriate level of authority in their respective organizations and agencies as well as the resources to carry out their responsibilities. The UC members may change as the response transitions out of emergency response into recovery.
3. **Multi-agency Coordination System (MACS)**

Multi-agency coordination is a cornerstone of comprehensive emergency management. Fundamentally, MACS provide support, coordination, and assistance with policy-level decisions to the ICS structure managing an incident. MACS may be required on large or wide-scale emergencies that require higher-level resource management or information management.

The CU Anschutz Emergency Operations Center (EOC) is the physical location where multi-department, multi-agency coordination occurs and is managed by the University EMD. The purpose of the EOC is to provide a central coordination hub for the support of needs during planned events, emergencies, and disasters. In addition, the EOC must:

- Support incident management policies and priorities;
- Ensure that each involved university department, school, or college; local agency, and non-profit and private sector partners are providing situation and resource status information;
- Acquire and allocate resources required by incident management personnel (i.e. IC), and maintain good resource tracking of those resources;
- Make resource allocation decisions based on incident management priorities;
- Coordinate and identify future resource requirements based upon incident objectives set by IC; and,
- Coordinate and resolve policy issues at the administrative level providing strategic coordination, as well as interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

4. **Public Information & Warning, and Interoperable Communication**

a) **Public Information and Warning**

Public information consists of processes, procedures, and systems to communicate timely, accurate, and accessible information on the incident’s cause, size, and current situation to the campus community, the public, responders, and additional stakeholders (both directly and indirectly affected). Public information must deliver coordinated, prompt, reliable, and actionable information to the whole campus community through the use of clear,
consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate. Warning and emergency notification systems should be utilized, when possible, to provide timely warnings and critical information to students, faculty, and staff before and during an emergency and/or disaster on campus.

b) Joint Information Center
The Joint Information Center (JIC) includes representatives from multiple campus departments, external agencies, and stakeholders collaborating to provide a unified message regarding response and recovery efforts to responders and the public. Information regarding the provision of assistance is communicated in an accessible format from the JIC. In the event that a JIC is needed to manage crisis communications during an emergency or incident, University Communications will establish and manage JIC operations.

c) Interoperable Communications
NIMS stresses that the success of incident response and recovery operations depends on the availability and redundancy of critical communications systems to support connectivity to internal organizations, other departments or jurisdictions, and the public. The university response departments, as well as local jurisdictions, will strive to achieve interoperable communications, including testing their communications equipment biannually to assess the adequacy to support essential functions and activities, and ability to communicate with first responders, emergency personnel, local government, other agencies and organizations, and the general public.

The university response partners (e.g. University Police Department, EMD, Facilities Management, Environmental Health & Safety, etc.) utilize both traditional communications systems and modern technologies such as WebEOC®, Internet, Voice-Over Internet Protocol (VOIP) phones, and 800 MHz radios.
Internal and external communications equipment is essential to support disaster recovery efforts. Each is needed to disseminate instructions and operational guidance. Internal communications equipment may utilize existing telephone systems, network-based systems, e-mail, facsimile machines, high frequency (HF) radio, or messengers. External communications utilize existing systems. In a major disaster, existing communications may require augmentation to handle the increased volume of traffic.

E. Continuity Planning

Continuity planning assures the preservation of the university’s mission and purpose and continuing performance of essential functions under all emergency conditions. The university Chancellor has mandated the development and implementation of continuity of operations (COOP) plans for all departments, schools, and colleges, in order to ensure the continued functioning of university services, before, during, and after an emergency or disaster. The composition of such COOP plans is developed in cooperation with University EMD. The provisions for continuity operations assure that critical university, campus, educational, research, and service functions can be performed regardless of emergency or disaster conditions.

F. Emergency Management Phases – General Activities

Emergency management on the campus is achieved through four distinct phases: Mitigation, Preparedness, Response, and Recovery. These phases were established to effectively address key emergency functions before, during and after a disaster.

1. Mitigation

Mitigation can be defined as efforts by stakeholders to lessen the impact of natural, technological, or human-caused disasters in order to prevent or protect against the long-term risk to human life and university and campus property.

The university’s mitigation efforts start with the identification and analysis of potential threats and/or hazards, which may impact the campus. This Threat/Hazard Identification and Risk Assessment (THIRA) 2016, focuses on incidents of past hazards. The THIRA document also considers the consequences of an incident in terms of casualties, damage
to university property, the potential disruption to critical university and campus functions, and the cost associated with recovery.

Common mitigation tasks shared by all campus stakeholders mentioned in this CEMP include, but are not limited to:

- Establish procedures used to educate and involve the campus community in hazard mitigation measures,
- Identify potential protection, prevention, and mitigation strategies for high-risk targets and campus assets and resources.

2. Preparedness

Preparedness can be defined as the range of deliberate critical tasks and activities taken by stakeholders that are necessary to build, sustain, and improve operational capabilities to respond to and recover from emergencies and disasters on campus.

The university’s preparedness activities encompass a comprehensive program focusing on planning, training and exercise, as well as resource identification and acquisition. Preparedness activities require an ongoing, coordinated effort across all campus departments and with local government agencies, private entities, as well as members of the campus community such as students, faculty, and staff and campus partner affiliates.

Common preparedness activities shared across CU Anschutz include, but are not limited to:

- Public information, educational materials, and preparedness guidance will be provided to the campus community via the University EMD website, social media, outreach events, brochures, and other media;
- Tests and maintenance of the CU Anschutz Emergency Notification System (CU Anschutz ENS) will be conducted every semester;
- Assign, designate, and/or procure personnel, facilities, equipment, and other resources to support emergency actions;
- Personnel training, including a program which tests and exercises essential equipment and emergency plans and procedures;
- Sustain the operability of facilities and equipment; and,
• Implementation of plans or other preparations to facilitate response and recovery operations.

3. Response

Response can be defined as those immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of university emergency plans and actions to support short term recovery.

Common response tasks shared by all state agencies include, but are not limited to:

• Employing resources in order to save lives, protect property and the environment, and preserve the operations, economy, and core missions of the university and campus;
• Establishing and maintaining situational awareness and a common operating picture for an emergency or incident; and,
• Effectively coordinating response actions and demobilizing personnel and resources at the conclusion of an incident.

4. Recovery

Recovery can be defined as those actions or programs implemented by the university to restore infrastructure and critical functions, as well as the social, economic, educational, and research aspects of the university to a pre-disaster state.

Ideally, recovery efforts should begin as soon as response resources are activated. Recovery efforts are dependent upon the complexity of an incident and impact on the university. For this reason, recovery takes place in two distinct levels or phases:

• Short-Term Recovery is defined as the immediate actions that overlap with response. These actions may include meeting essential human needs, restoring utility services, rendering structures safe, and reestablishing ingress and egress on campus.
• Long-Term Recovery is defined as elements commonly found, but not exclusively, outside the resources available of the university. This level may involve some of the same short-term recovery actions which have developed into a long-term need. Depending
on the severity of the incident, long-term recovery may include the complete redevelopment of damaged areas on campus.

IV. University Organizational Roles and Responsibilities

The intent of the CEMP includes, but is not limited to:

- Reducing the vulnerability of the CU Anschutz community, including students, faculty, staff, vendors, contractors, and visitors;
- Reducing the vulnerability of university property and the property of campus partners with facilities on campus (e.g. University of Colorado Hospital, Children’s Hospital of Colorado, etc.);
- Working to protect and re-establish critical mission-based functions of the university, including, but not limited to: education, research, delivery of service, etc.;
- Preparing for the efficient evacuation and shelter of threatened or affected persons on campus, to include: children, individuals with disabilities and others with access and functional needs, diverse communities, and people with limited English proficiency; providing for the rapid and orderly provision of relief to persons within the campus community; and,
- Coordinating activities relating to emergency prevention, protection, response, recovery, and mitigation among and between university departments, schools, and colleges; other campuses and system-wide resources; agencies and officials of adjacent cities, counties, the state, and the federal government, interstate organizations, and with the private and non-profit sectors.

A. Organization

The university is organized into four levels of response and decision making:

- Strategic: University Crisis Leadership Team;
- Operational: Emergency Response Team;
- Tactical: On-scene IC; and,
- Support: Entire university preparedness system, which includes all departments, schools, colleges, students, faculty, and staff.

B. Roles and Responsibilities

1. University Crisis Leadership Team

The University Crisis Leadership Team (University UCLT) is the strategic leadership team during a Type 1 or 2 emergency response. The UCLT meets as required and provides strategic oversight and policy guidance to the University ERT at its discretion.
The University UCLT is governed by the University Chancellors. In the absence of the Chancellors, responsibility is delegated to other University UCLT member(s) based on the location and type of the incident.

2. Emergency Response Team

The University Emergency Response Team (University ERT) was created in 2006 to serve as the emergency management committee for the university. The University ERT is charged with establishing and maintaining an emergency management organization, and developing policies to prepare for, respond to, and recover from emergencies and disasters that threaten, occur on, or occur near university property. The University ERT is, and has been from its inception, the body charged with the overall responsibility for developing and implementing comprehensive emergency management policies for the university.

The University ERT is comprised of members including, but not limited to, the following university entities:

- Police Department/Emergency Management Division,
- Facilities Management,
- Environmental Health and Safety,
- University Risk Management,
- Student Affairs,
- Human Resources,
- Office of Laboratory Animal Resources,
- University Counsel,
- Office of Information Technology,
- University Communications,
- Office of International Affairs, and,
- Office of Disability Resources and Services.

Specific responsibilities of the University ERT include, but are not limited to:

- Staffing the first operational period of the EOC activation;
- Establish liaison with the UCLT;
- Establishing connection and effective communication with IC; and,
- Providing planning, resource, logistical, and finance support to the IC.
Additional information about the organization, roles, and responsibilities of the University ERT will be documented in annexes of this CEMP (to be developed at a later date).

3. Campus-wide Emergency Management Team

All faculty and staff may be part of the university-wide approach to emergency management. All appointments and work assignments in an emergency situation shall be documented. In a Type 1 or 2 incident, all university departments, schools, and colleges will submit documentation outlining staffing allocation, equipment distribution, and other emergency-related needs to the EOC.

General university department emergency responsibilities include:

- Upon receipt of a CU Anschutz ENS alert, initiate notification actions to alert employees of assigned response duties, as appropriate;
- Suspend or curtail normal business activities as the situation dictates;
- Recall essential off-duty employees, as needed;
- Send non-essential employees home;
- Evacuate departmental facilities, as needed;
- As requested, augment the IC’s effort to warn the public through use of public address systems, employees going from door to door, etc.;
- Keep the EOC informed of activities, and maintain a communications link to the EOC;
- Activate a control center to support and facilitate departmental response activities, maintain events log, and report information to the EOC;
- Report damages and status of critical facilities to the EOC;
- If appropriate or requested, send a representative to the EOC;
- Ensure that staff members tasked to work in the EOC have the authority to coordinate departmental resources;
- As appropriate, coordinate with the IC to establish protocols for interfacing with local first responders;
- Coordinate with the EOC Public Information Officer before releasing information to the media; and,
• Submit reports to the EOC Finance and Administration Section Chief detailing departmental emergency expenditures and obligations.
• Provide claims and expense information to University RM. University RM will be available to support recovery operations starting early in the incident.

Additional department-specific functions will be listed in additional annexes attached to this CEMP, which will be developed in the next phase of this comprehensive planning process.

V. Government and Private Sector Roles, Responsibilities, and Relationships

A. Government and Private Sector Roles and Responsibilities

1. Local
   It is the responsibility of local governments through their elected officials to establish and provide for the necessary organizational structure that will alleviate human distress and return their community to normal as soon as possible after a major emergency or disaster. To accomplish these goals, it is imperative that effective planning be accomplished.

2. State
   The Governor is responsible for declaring that a state of emergency exists, and at such time, directs all available state and local resources, as reasonably necessary, to cope with the disaster utilizing NIMS/ICS doctrine. The State of Colorado will provide assistance to any political subdivision within the state that requests emergency or disaster assistance.

3. Federal
   When an incident occurs that exceeds or is anticipated to exceed state, tribal, or local resources, as outlined in the NRF the Federal government will provide resources and capabilities to support the state response.
4. Tribal

Tribal leaders within the State of Colorado are responsible for the public safety and welfare of the people of that tribe. As authorized by tribal government, the tribal leader is responsible for coordinating tribal resources needed to prevent, protect against, respond to, and recover from incidents of all types. For certain types of federal assistance, tribal governments work with the state, but as sovereign entities they can elect to deal directly with the Federal government for other types of assistance. In order to obtain federal assistance via the Stafford Act, a state Governor must request a Presidential declaration on behalf of a tribe.

5. Private and Non-Profit Sectors

The private and non-profit sectors contribute to response efforts through engaged partnerships with the university, local, county, and state government. The protection of critical infrastructure and the ability to rapidly restore normal commercial activities can mitigate the impact of an incident at CU Anschutz, improve the quality of life of individuals within the community, and accelerate the pace of recovery for the university and its critical business functions. The non-profit sector and faith-based organizations can provide sheltering, emergency food supplies, and other vital support services during an emergency or disaster. Partnerships must be cultivated between the university administration and the private and non-profit sectors, as well as faith-based and volunteer organizations.

B. Building Partnerships

The CEMP addresses the full spectrum of emergency management activities related to incident management for response and recovery, consistent with university policies and procedures, as well as local, state, and federal law.

Initial responsibility for the first level of response, emergency actions, direction, control, and coordination rests with departments of the university through its appointed representatives and staff personnel. A majority of emergencies and Type 4 or 5 incidents (minimally complex incidents) will be handled by university departments in accordance with university rules, regulations, and local and state laws and requirements. For incidents of greater complexity (Types 1, 2 or 3) support may be required from the City of Aurora; Adams and/or Arapahoe Counties; other surrounding local jurisdictions; and the State of Colorado, or the Federal Government.
If an incident escalates and exceeds the capability of university resources and personnel, local resources, and resources from campus partners may be made available through coordination with the University EMD and local emergency management agencies. Written Mutual Aid Agreements (MAA) should be established and maintained in advance of emergencies and disasters to facilitate operational support during incidents. MAA should be implemented with other campuses, as well as with local jurisdictions, local organizations or chapters of volunteer organizations, private industry or others, as appropriate.

Requests for formal assistance beyond MAAs should be coordinated through the City of Aurora Emergency Management Agency (Aurora EMA), and/or through Adams County Emergency Management Agency (Adams County EMA). Assistance from higher levels of government is obtained by requests from the university (or the designated representative) to the local or county emergency management agency.

All requests for resources and assistance from the university to external stakeholders and partners must be submitted by e-mail, telephone, facsimile, or field copy to the local or county EOC. In the event that connectivity or power is not available, resource requests may be documented with ICS 213 General Message Form.

Requests for assistance should be made to the local or county EMA, not directly to the state or federal government, and all requests should be well-documented in order to ensure that the university is eligible for any potential public assistance funds through FEMA’s Federal Assistance Grant Program, which is designed to provide assistance to state, tribal and local governments, and certain types of non-profit organizations, so that communities can quickly respond to and recover from major disasters or emergencies declared by the President. These funds can be used to provide supplemental federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities.

1. Campus, Local, State, and Federal Relationship: Special Needs Population
   
   The University EMD recognizes that throughout all mission areas and phases of emergency management, the university administration, and local, state and federal governments must take into account the needs of the entire community. There will be no discrimination on basis of race,
color, national origin, sex, age, disability, pregnancy, creed, religion, sexual orientation, veteran status, gender identity, gender expression, political philosophy or political affiliation in the execution of disaster preparedness or disaster relief and assistance functions.

Populations of special interest to the campus and university include, but are not limited to members of the campus community and visitors to the campus who:

- Have disabilities,
- Are elderly,
- Are children,
- Are from diverse cultures, and,
- Have limited English proficiency or are non-English speaking.

These members of the community may have needs before, during, and after an incident in access and functional areas, including but not limited to: communication, transportation, supervision, and medical care. When considering this population and others who are at-risk, emergency management plans should take into account communication and public information, evacuation and transportation, sheltering or relocation, and the Americans with Disabilities Act of 1990 (As Amended).

VI. Operational Coordination

The University Police Department is responsible for coordinating the response to an incident at CU Anschutz. Coordination support for IC will be managed by the University EMD through the EOC.

A. University Crisis Leadership Team

The UCLT will provide all policy and strategic direction for all emergency and disaster situations at CU Anschutz. The UCLT may respond to the EOC Policy Room in order to ensure a high level of situational awareness and direct access to the operational and tactical level resources, in order to improve strategic decision making.

Specific responsibilities of the UCLT include, but are not limited to:

- Providing strategic direction for all four aspects of emergency management: Preparedness, mitigation, response and recovery;
• Proclaiming a university state of emergency, when necessary;
• Making university disaster declarations, and directing the requests for local, state, and/or federal assistance;
• Issuing emergency rules and proclamations during the identified emergency period;
• Ensuring that the university continues to function administratively and making strategic policy decisions; and,
• Appropriating funds to meet disaster expenditure needs.

B. Emergency Response Team

Overall direction and control of emergency management and coordination activities of the university is the responsibility of the University ERT.

The primary objective for emergency management is to provide a coordinated effort from all supporting university departments, city, county, and state agencies in preparation for, response to, and relief from injury, damage, and suffering resulting from either a localized or widespread disaster. The ERT is the focal point for emergency management activities at the university; however, emergency management responsibilities extends to all university departments, schools, and colleges and ultimately, to each individual member of the campus community.

It is important to note that the basic responsibility for emergency planning and response lies with the University ERT. When the situation exceeds the capabilities of the university and the city and/or county in which the emergency exists, it is then the responsibility of government to undertake comprehensive emergency management activities to protect life and property from the effects of the disaster. Local government has primary responsibility for emergency management activities within its jurisdiction. When the emergency exceeds local government capability to respond, the local Emergency Manager will request assistance from mutual aid counties and/or the state government; the federal government will provide assistance to the state when requested, if possible. In addition, private sector and voluntary organizations may be requested to provide aid and assistance at any level of response.

This plan does not contain a listing of resources. The city/county Emergency Manager maintains a resource inventory that includes current source and quantity. The resource list is maintained in the city or county EOC. The University Emergency Manager should be familiar with resources available from
local and county agencies, as well as the private and non-profit sectors and volunteer organizations. Unique resources which may not be available locally should be requested through the city or county EOC.

The designated Incident Commander will exercise direction and control for any emergency response activity on campus. He/she will coordinate with the Emergency Manager who is responsible for implementing this plan in whole or in part. Each campus organization shall establish an internal emergency response plan to control and direct response actions prior to the establishment of IC. The Emergency Manager will coordinate actions between university departments, local governments, and agencies, as well as private and non-profit sector partners, as necessary. If and when local resources are not available because of the magnitude of the incident, EOC Logistics Section Chief should work with the local and/or county EOC to request assistance and resources.

C. On-scene Incident Management/Incident Command System

On-scene response to emergencies follows the concept of the ICS. Upon arriving at an incident scene, the Incident Commander should:

- Establish IC,
- Identify the location of the Incident Command Post (ICP),
- Assess the situation and identify threats and hazards,
- Develop incident objectives (tasks to be done),
- Ensure appropriate safety and personnel protective measures,
- Develop an incident action plan and priorities for the next operational period,
- Develop the appropriate IC structure, including command and general staff positions necessary to ensure an efficient and effective response,
- Request that the campus EOC be activated if necessary,
- Coordinate with EOC personnel to contact appropriate departments, agencies, and/or personnel with expertise and capability to support incident operations within the ICP, and,
- Coordinate, as appropriate, with other first responders.

The Incident Commander will create temporary facilities as required for response and recovery according to the ICS doctrine. At a minimum this will include the ICP. Depending on the nature and severity of the incident, it may also include Staging Area(s), Helispot(s), Camp(s), Base(s) and/or others.
D. EOC Management

Activating the EOC provides the support necessary for the Incident Commander to ensure successful response and recovery operations. The primary role of the EOC is to support on-scene IC. The EOC will support IC by providing situational awareness, coordinate the acquisition of needed resources, and facilitate coordination and cooperation with university, campus affiliate, and external stakeholders. During an EOC activation, the University Emergency Manager will assume the role of EOC Manager (if the Emergency Manager is not available, another qualified individual can be assigned to the position). The campus EOC can be configured to expand or contract as necessary based upon the complexity and needs of the incident.

1. EOC Activation Levels

The level of EOC activation will depend upon the magnitude and severity of the emergency or disaster. It may be appropriate to elevate the activation to minimal, partial, or maximum staffing, as the needs of the incident dictate. The University EOC has four activation levels (Table 1).

<table>
<thead>
<tr>
<th>Activation Levels</th>
<th>Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td>Emergency Monitoring</td>
<td>Severe Weather Watch</td>
</tr>
<tr>
<td>IV</td>
<td>Daily Ops /Limited Emergency Conditions</td>
<td>Tornado Warning</td>
</tr>
<tr>
<td>III</td>
<td>Active Emergency Conditions</td>
<td>Severe Weather, Flooding</td>
</tr>
<tr>
<td>II</td>
<td>Significant Emergency Conditions</td>
<td>Tornado, Hazmat Spill</td>
</tr>
<tr>
<td>I</td>
<td>Full Emergency Conditions / Full Activation</td>
<td>Active Shooter, Structural Collapse</td>
</tr>
</tbody>
</table>
a)  *Level V Activation*

A Level V activation represents the lowest level of activation, and will likely be staffed by University EMD staff only. Other personnel may be requested to the University EOC in order to provide their particular expertise related to the needs of the incident. A Level V represents active monitoring of emergency conditions or incidents that have occurred, or are likely to occur, off-campus. These incidents have the potential to impact campus, but have not done so at this level. These incidents may also be those that impact CU Anschutz students, faculty, and staff off campus, either locally, or outside of the City of Aurora.

b)  *Level IV Activation*

A level IV activation represents a low level activation and may be staffed by University EMD and possibly University Police Department personnel. Other personnel may be requested to the University EOC in order to provide their particular expertise related to the needs of the incident. A Level IV represents active monitoring of potential emergency conditions, or circumstances that may require further action if conditions worsen. Examples of hazards that might justify a Level IV activation include, but are not limited to: severe weather warnings (tornado) within the local jurisdiction, emergency or disaster conditions in the local jurisdiction not directly impacting the university, etc.

c)  *Level III Activation*

A Level III activation represents a situation in which partial staffing of the University EOC may be necessary. A situation has occurred, or is imminent, that poses a direct threat to campus. Staffing will include University EMD, supplemented by one or more members of the University ERT. A JIC may be required if conditions worsen. Examples of hazards that might justify a Level III activation include, but are not limited to: severe weather warnings for the campus, severe weather that has impacted campus (such as flooding), planned events, minor hazardous materials spill, etc.
d) **Level II Activation**

A Level II activation represents an emergency situation that has directly impacted campus, and requires full activation of the University EOC, including the University EMD, all members of the University ERT, members of the UCLT, and a JIC. For a Level II activation, representatives from city and county response and emergency management agencies may be requested at the EOC. This level of activation is expected to last for multiple operational periods, possibly 24-hour operations, and could last one or more days. Examples of hazards that might justify a Level II activation include, but are not limited to: tornado, flood, major hazardous materials spill, cyber-attack/network failure, structural collapse, etc.

e) **Level I Activation**

A Level I activation will be required for a critical emergency or disaster directly impacting campus. An incident of this magnitude will require full activation of the University EOC, including the University EMD, all members of the University ERT, all members of the UCLT, establishment of a JIC, and representatives from city and county response and emergency management agencies. A Level I activation is expected to continue for several operational periods, possibly 24-hour operations, for several days to several weeks. Examples of hazards that might justify a Level I activation include, but are not limited to: active shooter/workplace violence on campus, major tornado on campus, explosion, etc.

2. **University EOC Activation Authority**

The University EOC may be activated by decision of the Chancellor(s) or other member of the UCLT, or a chairperson of the University ERT. When the decision is made to activate the EOC, the Emergency Manager will notify the appropriate EOC staff members to report to the EOC. The EOC officers and section chiefs will take further action to notify and mobilize the appropriate supporting organizations and dispatch centers.

Note: The Emergency Operations Center Operations Annex contains complete details, job descriptions, and checklists of tasks for EOC personnel.
3. Other Coordination Facilities

Each university department, school, and college is directed to establish a primary location and alternate location from which to establish direction and control of its respective activities in an emergency or disaster. This may be from the University EOC, or other location, depending upon the circumstances. If an alternate location is established, direct communication and information sharing should begin with the University EOC as quickly as possible to ensure good common operating picture (COP) and situational awareness (SA).

VII. Administration, Finance, and Logistics

This section provides financial management guidance to university departments, schools, and colleges to ensure funds are provided and financial operations are conducted in accordance with university policies and procedures during the response and recovery phases of an emergency or disaster. During and after emergency/disaster events, normal fiscal and administrative functions and regulations may need to be temporarily modified or suspended in order to support emergency operations in a timely manner. Additionally, all emergency costs should be documented in order to maximize the potential for certain reimbursements from university, state, and federal sources during declared emergencies. University Risk Management (University RM) has several claim forms that could be adapted to suit the needs of the EOC, on-scene IC, and the university. The forms may be accessed at https://www.cu.edu/risk/file-claim.

A. Administration

During an emergency or disaster, administrative procedures may have to be suspended, relaxed, or made optional in the interest of protecting life or property. University departments are authorized to take necessary and prudent actions in response to disaster/emergency incidents. The type of emergency or disaster will dictate the procedures and amounts expended.

Normal procedures which do not interfere with timely accomplishment of emergency tasks will continue to be used. Those emergency administrative procedures which depart from “business-as-usual” should be described in detail in organizational emergency response plans.

University departments are responsible for keeping records of the name, arrival time, duration of utilization, departure time and other information relative to the
service of emergency workers, as well as documentation of the injuries, lost or

damaged equipment, and any extraordinary costs; in all cases, claims forms may

be required, as soon as practical after the event, and can be acquired through
University RM’s website at https://www.cu.edu/risk/file-claim or by contacting
University RM directly. All incidents should be documented in a timely fashion;
however, claims submission may not be required until recovery operations have
begun. In addition, personnel logs, formal records, and file copies of
expenditures to provide clear and reasonable accountability and justification for
reimbursement will be maintained during an emergency or disaster. The keeping
of these records facilitates the final closeout of financial operations, supports an
audit of financial records, and may provide information for any claims needing
to be filed with University RM.

B. Finance

Timely financial support of response activities will be critical to successful
emergency response. Innovative and expeditious means may be used to achieve
financial objectives. It is mandatory for generally accepted university financial
policies, principles and regulations to be employed to ensure against fraud,
waste and abuse and to achieve proper control and use of university funds.

The procurement of resources will be in accordance with the university and
statutory requirements for established procedures regarding emergency and
non-emergency conditions. University purchasing personnel shall facilitate the
acquisition of all supplies, equipment, and services necessary to support the
emergency response actions, to protect assets, and prevent further damage to
assets of university organizations.

All university departments must maintain records, receipts and documents to
support claims, purchases, reimbursements and disbursements. A complete and
accurate record of all purchases, a complete record of all properties
commandeered to save lives and property, and an inventory of all supplies and
equipment purchased in support of the emergency response shall be maintained.

Though certain formal procedures may be waived, this in no way lessens the
requirement for sound financial management and accountability. The
expenditure of university funds related to emergencies or disasters are subject to
audit in accordance with university policies, and in the event of federal or state
reimbursements, state/federal statutes and audit procedures. University
departments will identify personnel to be responsible for documentation of
disaster costs and utilize existing administrative methods to keep accurate
records separating disaster operational expenditures from day-to-day
expenditures. Documentation will include: logs, formal records and file copies of
all expenditures, receipts, personnel time sheets, and claims forms.

A separate University EOC Finance/Administration Section may be formed to
handle the monetary and financial functions during Level I, Level II, or Level III
activations.

The university may qualify for reimbursement of certain emergency costs from
state and federal disaster recovery programs. The university may also collect
damages from its insurance carriers. Successful documentation of expenditures
will maximize the reimbursements and assistance that the university will receive.
All university departments are expected to include requirements for emergency
fiscal record keeping in their functional annexes.

C. Logistics

University departments responding to emergencies and disasters will first use
their available resources. When this plan is implemented, the University EOC
Logistics Section becomes the focal point for procurement, distribution, and
replacement of personnel, equipment and supplies. The Logistics Section will
also provide services and equipment maintenance beyond the integral
capabilities of elements of the emergency organization. Scarce resources will be
allocated according to established priorities and objectives in support of the
Incident Commander.

All university departments are expected to maintain an inventory of all non-
consumable items procured and assigned to them during an emergency, to
include their disposition after the conclusion of the emergency proclamation.
Items that are not accounted for, or that are placed in university inventory as an
asset will not be eligible for reimbursement.

D. Insurance

The university maintains insurance that includes, but is not limited to: property,
workers compensation, general liability, automobile liability, international travel
accident and evacuation coverage, foreign coverage, and pollution liability.
VIII. Plan Maintenance

A. General
The maintenance of the CEMP requires revisions and updates which reflect the evolving needs of emergency management. Additional information is also incorporated from lessons learned in After Action Reports (AARs) and Improvement Plans (IPs) developed following exercises, planned events, or emergency incidents.

B. Responsibilities
This continual maintenance and review of the CEMP will be accomplished by the University EMD in conjunction with the University ERT. All departments are responsible for ensuring the tasks outlined in the Functional Annexes of the CEMP are accurate and reflect their overall ability to manage, support and deploy resources to perform life-saving activities. Further updates, revisions, or maintenance to these tasks will be communicated to the University EMD for integration into the CEMP.

C. Frequency
The University EMD, in coordination with the University ERT and other critical stakeholders identified in the CEMP, will review the CEMP (including annexes) biennially, beginning in January of the review year, and provide revisions and updates, as needed.

An entire update of the CEMP will occur every five years, unless otherwise instructed by the University Emergency Manager, University Chief of Police, University ERT, UCLT, and/or the Chancellor. After a University EMD-supervised exercise, the CEMP will reflect revisions and updates from lessons learned in the AAR and IP.

SOPs should be developed and maintained by each tasked agency in support of the CEMP. SOPs specific to emergency operations should also be filed with the University EMD.

The University EMD will coordinate critical out-of-cycle changes under the following circumstances:

- Deficiencies in the plan are identified during training, exercises, planned events, and/or real-world incidents;
- University structure changes in such a manner as to impact the plan;
- City, county, or state requirements change;
- Federal preparedness or response guidance changes; and/or,
- Any other condition occurs that reveals a critical shortfall in the plan.

IX. Testing, Evaluation & Assessment, and Corrective Action

The Homeland Security Exercise and Evaluation Program (HSEEP) is the national standard utilized at the university for the design and implementation of exercises. HSEEP incorporates Core Capabilities and the Target Capabilities List (TCL) as a standardized methodology to evaluate and document exercises and develop improvement plans.

A. Testing

The University EMD coordinates training and exercise programs designed to increase the level of university preparedness, as well as test and validate the CEMP.

B. Evaluation and Assessment

Validation of the CEMP is accomplished through evaluations and assessments of the tasks performed during an exercise and after each emergency or disaster where university resources are activated. The objective of this process is to identify performance strengths and deficiencies in order to develop the necessary corrective actions.

C. Corrective Action

Corrective actions are recommended improvements discovered after an exercise, and/or emergency or disaster through the evaluation and assessment process. The recommendations are compiled in an AAR and developed into a corresponding IP with the necessary corrective actions. The CEMP will be updated and revised to reflect the results of the AAR and IP.