



University of Colorado Anschutz Medical Campus

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP)

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 university and external stakeholders.

University of
Colorado
Anschutz
Medical
Campus
Police
Department –
Emergency
Management
Division

Promulgation Statement

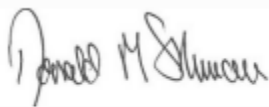
The University of Colorado Anschutz Medical Campus shares a responsibility with county and municipal governments to be prepared in the event of a natural, technological, or man-made emergency or disaster that threatens life, property, or the environment. At the University of Colorado Anschutz Medical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

To provide effective preparedness for, response to, and recovery from emergency situations, campus organizations must plan and prepare together with the federal, state, local, 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 reviewed annually 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 3.0, September 2021.

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.

APPROVED:



8/10/23

Donald M. Elliman, Jr.
University of Colorado
Anschutz Medical Campus Chancellor

Date

Approval & Implementation

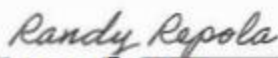
Approval and Implementation

This University of Colorado Anschutz Medical Campus Comprehensive Emergency Management Plan will be effective upon submission by the University of Colorado Anschutz Medical Campus Police Department (hereinafter referred to as University Police) 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 their authorized representative.


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

SUBMITTED:



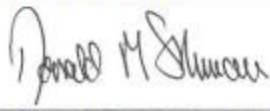
Randy Repola August 9, 2023
Date
University of Colorado
Anschutz Medical Campus Associate Vice Chancellor/Chief of Police

THROUGH:



Terri C. Carrothers 8/9/23
Date
University of Colorado
Anschutz Medical Campus Executive Vice Chancellor Administration & Finance

APPROVED:



Donald M. Elliman, Jr. 8/10/23
Date
University of Colorado
Anschutz Medical Campus Chancellor

Letter of Agreement

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.

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.

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 to 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.

Change Number	Date	Page & Section	Brief Description	Initials
	2/27/2018	N/A	Branding	CG
	5/16/2018	All	Biennial review and plan edits throughout document	EE
	9/26/2019	All	Wording – CU Anschutz specific	CG
	11/01/2019	Page 30	Updated EOC activation levels. Changed “Table 1” reference to “Figure 1”	MLB
	6/12/2020	N/A	Addition of Infectious Disease and Reconstitution Annexes. Frequency of annex review and record of annex revision table	MLB
	8/2/2022	All	Biennial review and plan edits throughout document	TDB
	10/25/22	All	Final biennial review and plan edits throughout document	EE
	07/26/2023	A11	Final biennial review and plan edits through document	GRM

Table of Contents

I. Purpose, Scope, Situation, Assumptions, & Limitations	8
A. Purpose	8
B. Scope	9
C. Situation	10
D. Assumptions.....	11
E. Limitations.....	13
II. Authorities, Guidance, and References	13
A. Legal Authorities	13
1. Federal Law	13
2. State Law	14
3. University Authority	14
B. Guidance Documents.....	14
1. Federal.....	14
2. State	14
3. County.....	15
4. University of Colorado Anschutz Medical Campus.....	15
C. References	15
III. Concept of Operations	15
A. General.....	15
B. National Response Framework (NRF)	16
C. National Incident Management System (NIMS)	16
D. Core Response & Recovery Capabilities.....	17
1. Incident Command System (ICS)	17
2. Unified Command (UC).....	18
3. Multi-agency Coordination System (MACS).....	18
4. Public Information & Warning, and Interoperable Communication.....	19
E. Continuity Planning	20
F. Emergency Management Phases – General Activities.....	20
1. Mitigation	20
2. Preparedness	21
3. Response.....	21

4.	Recovery	22
IV.	University Organizational Roles and Responsibilities	22
A.	Organization.....	23
B.	Roles and Responsibilities	23
1.	University Crisis Leadership Team.....	23
2.	Emergency Response Team	23
3.	Campus-wide Emergency Management Team	24
V.	Government and Private Sector Roles, Responsibilities, and Relationships	25
A.	Government and Private Sector Roles and Responsibilities.....	25
1.	Local.....	25
2.	State	25
3.	Federal.....	25
4.	Tribal.....	25
5.	Private and Non-Profit Sectors.....	26
B.	Building Partnerships	26
1.	Campus, Local, State, and Federal Relationship: Special Needs Population.....	27
VI.	Operational Coordination	28
A.	University Crisis Leadership Team	28
B.	Emergency Response Team.....	28
C.	On-scene Incident Management/Incident Command System.....	29
D.	EOC Management	30
1.	EOC Activation Levels	30
2.	University EOC Activation Authority	31
3.	Other Coordination Facilities.....	31
VII.	Administration, Finance, and Logistics	32
A.	Administration	32
B.	Finance.....	32
C.	Logistics	33
D.	Insurance	34
VIII	Plan Maintenance.....	34
A.	General.....	34
B.	Responsibilities	34
C.	Frequency	34

IX. Testing, Evaluation & Assessment, and Corrective Action	35
A. Testing.....	35
B. Evaluation and Assessment	35
C. Corrective Action	35
X. Threat- and Hazard-Specific Annexes.....	36
A. Infectious Disease Annex.....	36
B. Campus Reconstitution Annex	40
XI. Threat- and Hazard-Specific Annex Revision Dates.....	52

I. Purpose, Scope, Situation, Assumptions, & Limitations

A. Purpose

The purpose of the University of Colorado Anschutz Medical Campus (CU Anschutz or the university) 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, Rocky Mountain Regional Veterans Affairs Medical Center, 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 3.0, 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 will be reviewed annually and updated at least every two years, or more frequently as warranted. 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 using 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.

A CEMP may consist of four components: (1) Basic Plan, (2) Functional Annexes, (3) Departmental Annexes, and (4) Threat- and Hazard-Specific Annexes. This plan consists of the following:

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.

Threat- and 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, and prioritization will be based upon empirical analysis conducted through the use of either a Threat/Hazard Identification Risk Assessment (THIRA) or the Hazard Vulnerability Assessment (HVA) 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, state, or federal departments and/or agencies. In practice, many incidents require virtually simultaneous 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 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 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 and organizations:

- University of Colorado Anschutz Medical Campus Police Department (University Police Department),
- University of Colorado Denver | Anschutz Medical Campus Facilities Management (University Facilities Management),
- University of Colorado Anschutz Medical Campus Police Department Emergency Management Division (University EMD),
- University of Colorado Denver | Anschutz Medical Campus Environmental Health & Safety (University EHS)
- University of Colorado Anschutz Medical Campus Office of Communications (University Communications).
- University of Colorado Denver | Anschutz Medical Campus Emergency Response Team (ERT)

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 Colorado Science and Technology Park at Fitzsimons that is affiliated with the university. The campus is a modern, state-of-the-art training facility for future health professionals. In addition, the Veteran Affairs (VA) Medical Center covers 31 acres of land on the southeast corner of campus. The VA facility supports 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 4.8 million gross square feet of the campus and serve 2.3 million patient visits annually. 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 over 20,000 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 Police Department's Emergency Management Division (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 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 or HVA processes vulnerabilities have been identified and estimated potential 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 EMD conducts emergency preparedness awareness campaigns and outreach at various campus events and through communications, exercises & trainings, and the division's website. Awareness campaigns are all-hazards in nature and include (but are not limited to) severe weather awareness, winter weather awareness, flood awareness, active harmer, "stop the bleed," 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 Alerts!*, the university's emergency notification system; and having/knowing emergency operations plans at the office, in the classroom, and at home.

D. Assumptions

- Incidents mean an occurrence (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 more complex 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, 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 populations including, but 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 is anticipated.
- 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 ERT can only endeavor to make reasonable efforts to respond based on the situation, and information and resources available at the time.
- The performance of the assigned tasks and responsibilities outlined within this plan will be dependent on funding and resources. Lack of funding and resources 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

- Public Law (P.L.) 93-288, Disaster Relief Act of 1974, as amended by P.L. 100707 (“The Stafford Act”).

- Emergency Management and Assistance, 44 U.S. Code 2.1 (Oct. 1, 1980).
 - P.L. 81-920, Federal Civil Defense Act of 1950 as amended.
 - P.L. 99-499, Title III, Emergency Planning and Community Right-to-Know, Oct. 17, 1986.
 - The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 U.S.C. § 1092(f).
2. State Law
- C.R.S. 24-33.5-704.
3. 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 Response Framework, 4th Edition, October 2019
www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.pdf
 - National Incident Management System, October 2017
www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf
 - Presidential Policy Directive/PPD-8: National Preparedness, March 2011
www.dhs.gov/xlibrary/assets/presidential-policy-directive-8-national-preparedness.pdf
 - National Preparedness Goal, 2nd Edition, September 2015
www.fema.gov/sites/default/files/2020-06/national_preparedness_goal_2nd_edition.pdf
 - National Preparedness System, November 2011
www.fema.gov/pdf/prepared/nps_description.pdf
 - Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101, Version 3.0, September 2021
www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf
2. State
- Colorado Disaster Emergency Act (C.R.S. 24-33.5-701)
 - Colorado Hazard and Incident Response and Recovery Plan, November 2016

<https://dhsem.colorado.gov/sites/dhsem/files/documents/2016%20CHIRRP%20Consolidated.pdf>

- The Colorado Homeland Security Strategy 2019-2023
https://dhsem.colorado.gov/sites/dhsem/files/documents/CHSS_HSAC_2019-2023_PageView_01.02.19_2PM.pdf

3. County

- Adams County Emergency Operations and Recovery Plan
- City of Aurora Office of Emergency Management and Homeland Security Emergency Operations Plan and supporting Annexes

4. University of Colorado Anschutz Medical Campus

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

C. References

- University of Colorado Anschutz Medical Campus Emergency Preparedness Quick-Reference Guide.
- University of Colorado Anschutz Medical Campus Police Department Response Protocols/Policies.
 - Critical Incident After Action Review (207)
 - Campus Emergency Communication Plan (209)
 - Command Notification Protocol (210)
 - Media Relations (211)
 - Major Incident Notification Policy (303)
 - Campus Emergency Evacuation Procedures (314)
 - Mutual Aid and Outside Agency Assistance (317)
 - Emergency Management Plan (1400)
 - Continuity of Operations (1401)
- University of Colorado Anschutz Medical Campus, Campus Access Management Plan (CAMP).
- 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 it is reasonably expected that campus resources will be depleted and/or 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; Rocky Mountain Veteran Affairs Medical Center; 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 are reasonably expected 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. 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

To effectively respond to emergencies and incidents at CU Anschutz, the university must develop capacity and capabilities consistent with the National Preparedness Goal and National Response Framework. 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 and ICS models are critical components of NIMS and are used to manage all incidents. These models are 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, 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 (UC)

Unified Command is a structure that brings together the Incident Commanders of major organizations/agencies involved in the incident to coordinate an effective response while 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 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 provides 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, allocate, and track resources required by incident management personnel (i.e., IC).
- 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 using 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. If 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 public.

The university response partners (e.g., Facilities Management, Environmental Health & Safety, etc.) utilize both traditional communications systems and modern technologies such as Microsoft Teams, Zoom, other virtual platforms, 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, to ensure 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 to reduce 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. The HVA completed in 2020, focuses on incidents of past hazards, the perceived likelihood of events to occur and probability of each event causing an adverse impact on campus. The HVA 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, online platforms, outreach events, brochures, and other communication techniques.
- Tests and maintenance of the CU Anschutz emergency notification system, *CU Anschutz Alerts!*, will be conducted every semester.
- Evacuation procedures will be tested annually.
- 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 to 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 (UCLT) is the strategic leadership team during complex and non-complex emergency responses. The complexity of the situation to activate the UCLT will be guided by incidents (planned, unplanned events or emergencies) that impact university operations or those that will create a substantial media impact on or to the university. The UCLT meets as required and provides strategic oversight and policy guidance to the University Emergency Response Team (ERT) at its discretion.

The UCLT is governed by the university Chancellor. In the absence of the Chancellor, responsibility is delegated to other university UCLT member(s) based on the location and type of the incident.

2. University Emergency Response Team

The ERT was created in 2006 to serve as the emergency management committee for the university. The 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 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 ERT is strategically comprised of university faculty, staff, and critical campus partners that will staff the EOC when activated.

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

- University 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
- Financial Services – Finance Office.

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

- Staffing the EOC during planned and unplanned EOC activations.
- Establishing a liaison with the UCLT.
- Establishing connection and effective communication with IC; and,
- Providing planning, resource, logistical, and finance support to the on-scene IC through utilization of the EOC.

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 shall be documented. 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 Alerts!* notification, 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 employee's 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.

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. Effective planning is imperative to accomplish these goals.

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. 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. Most emergencies will be handled by university departments in accordance with university rules, regulations, and local and state laws and requirements. For incidents of greater complexity support may be required from the City of Aurora; Adams and/or Arapahoe Counties; other surrounding local jurisdictions; the State of Colorado, and/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 Office of Emergency Management (Aurora OEM), and/or through Adams County Office of Emergency Management (Adams County OEM). Assistance from higher levels of government is obtained by requests from the

university (or the designated representative) to the city or county office of emergency management.

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 by the designated university representative. If 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 OEM, 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: Access and Functional Needs Populations

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 affiliation in the execution of disaster preparedness or disaster relief and assistance functions.

The term "access and functional needs" refers to individuals with and without disabilities, who may need additional assistance because of any condition (temporary or permanent) that may limit their ability to act in an emergency. These may include:

- Individuals with disabilities,
- Individuals with limited English proficiency,
- Individuals with limited access to transportation,
- Individuals with limited access to financial resources,
-

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 access and functional needs populations, emergency management plans should consider 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 incidents 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 (Campus Services Building, Room 116F) to ensure a high level of situational awareness and direct access to the operational and tactical level resources, 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.
- 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, including staffing in the EOC, which may include in-person, virtually or a hybrid combination, of the university is the responsibility of the 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 extend 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 Director of Emergency Management 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 (IC) will exercise direction and control for any emergency response activity on campus. He/she will coordinate with the university Director of Emergency Management who is responsible for implementing this plan in whole or in part based on the incident objectives as determined by the IC. Each campus organization shall establish an internal emergency response plan to control and direct response actions prior to the establishment of IC. The university Director of Emergency Management will coordinate actions between university departments, local governments, and agencies, as well as private and non-profit sector partners, as necessary. If/when local resources are not available because of the magnitude of the incident, the incident's 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 IC should:

- Establish Incident Command.
- 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 initial 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 IC 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.

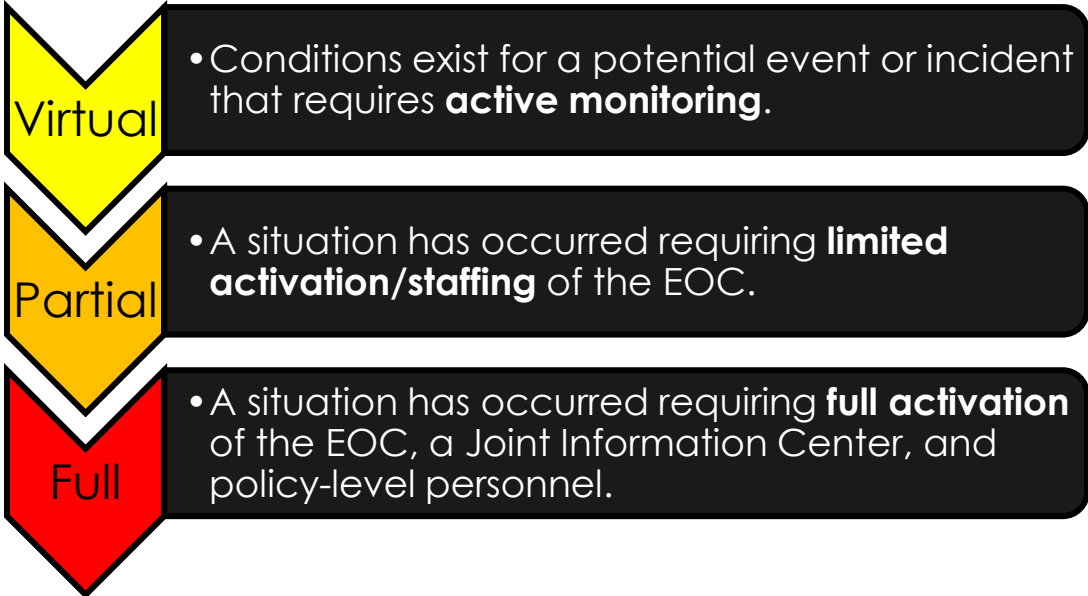
D. EOC Management

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 the on-scene IC by providing situational awareness, coordinating the acquisition of needed resources, and facilitate coordination and cooperation with university, campus affiliate, and external stakeholders. During an EOC activation, the Director of Emergency Management will assume the role of EOC Manager (if the Director of Emergency Management is not available, another qualified individual can be assigned to the position). Staffing of the various EOC positions will generally be comprised of members from the ERT. However, additional people may be added as needed, including members from outside organizations (i.e., City of Aurora PD/FD, UCHHealth, the Veterans Administration, etc.). 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. The EOC activation level may change as the needs of the incident dictate. The University EOC has the following activation levels (Figure 1).

Figure 1: University EOC Activation Levels



- a) Virtual Activation
Virtual activation allows various members of the university ERT to monitor conditions and coordinate actions from their normal duty station rather than assembling at the EOC. Coordination will be

achieved via conference calls, video conferencing, chat and file sharing apps, and other technologies as appropriate. Virtual activation may be utilized in situations when decision makers are off campus or conditions on campus make travel to the EOC unsafe, such as an impending or occurring severe winter weather event.

b) Partial Activation

Partial activation of the EOC will occur for incidents that have limited effects on a portion of campus. The response to the incident requires the coordination of a limited number of ERT members, virtually or in-person. Partial EOC activations are not expected to last beyond a single operational period. A Joint Information Center (JIC) may be established if needed. Incident types may include localized fires, hazmat incidents, plumbing failures/water leaks, etc. that are resolved with existing university resources or limited outside help and have little or no impact on normal operations outside of the locally affected area.

c) Full Activation

Full activation of the EOC will occur for complex incidents that have a significant effect on a large portion of or the entire campus. An incident of this type will likely require the activation of JIC, participation of university leadership, and may include support from external agencies. Full activations may last for multiple operational periods. Circumstances may require some or all ERT members to participate virtually and/or in-person. Examples may include terrorism incidents, tornados, incidents that involve a campus-wide evacuation, or a regional disaster.

2. Campus EOC Activation Authority

The campus EOC may be activated by decision of the IC, Chancellor, or other member of the UCLT, or a chairperson of the ERT. When the decision is made to activate the EOC, the Director of Emergency Management 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 are 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. Their primary and alternate facilities should be identified and located in their COOP plans. The alternate facility may be a physical location or virtual depending on circumstances.. If an alternate location is established, direct communication

and information sharing should begin with the campus EOC as quickly as possible to ensure good common operating picture and situational awareness.

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 to support emergency operations in a timely manner. Additionally, all emergency costs should be documented to maximize the potential for certain reimbursements from university, state, and federal sources during declared emergencies. University Risk Management (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 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 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 is 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 Finance/Administration Section may be formed to handle the monetary and financial functions during EOC 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 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 IC.

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 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 ERT and other critical stakeholders identified in the CEMP, will review annually, and update the CEMP at least every two years, or more frequently as warranted, unless otherwise instructed by the University Director of Emergency Management, University Chief of Police, ERT, UCLT, and/or the Chancellor. After an EMD-supervised exercise, the CEMP will reflect revisions and updates from lessons learned in the AAR and IP, as appropriate.

At least 20% of Threat- and Hazard-Specific Annexes will be reviewed every two years. These reviews will occur in the off year from the revision of the CEMP basic document. The table in part XI of the plan records the revision dates of the of the Threat- and Hazard-Specific Annexes.

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 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 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, as appropriate.

X. Threat- and Hazard-Specific Annexes

A. Infectious Disease Annex

Purpose	This annex is meant to guide the actions of the university if it is affected or threatened by the spread of infectious disease. The general strategies outlined in this document can be utilized for most infectious diseases; however, it may be necessary to implement disease specific strategies depending on the nature of the pathogen.
Scope	This annex can be applied to the CU Anschutz Medical campus, including its offsite domestic satellite CU Anschutz school and college locations and international campuses.
Background	<p>Infectious diseases can be bacterial or viral in nature. These diseases become problematic when a pathogenic organism emerges for which much of the population lacks immunity. This can be due to the disease being new or a lack of vaccination among a portion of the populous.</p> <p>The rate at which a disease will spread through the population is affected by multiple factors including the virulence of the disease, how it is transmitted, availability of medical counter measures (e.g., medication, vaccines etc.), availability of personal protective equipment (e.g., masks, gloves, etc.), availability and effectiveness of cleaning agents, and environmental conditions (e.g., relative humidity)</p> <p>Although mortality is primary concern, even disease with low death rates can disrupt the normal functioning of the university due to increased absences of personnel who are sick and those who are caring for ill family and friends. These same effects can be multiplied if contractors and vendors the University depends upon are also affected by the disease outbreak.</p>
Phases	<p>The World Health Organization (WHO) has identified a continuum of 4 phases related to pandemic disease.</p> <ol style="list-style-type: none">1) Interpandemic phase: The lowest number of disease cases. The focus during this phase is preparedness.2) Alert phase: Shows a great increase in the number of cases worldwide. This phase is when response measures are initiated.3) Pandemic phase: This phase has the greatest number of cases on average worldwide. Sustained community transmission is the primary indicator. Response measures are increased and sustained.

- 4) Transition phase: The global average of cases greatly decreases. Recovery and/or reconstitution measures are implemented.

NOTE: Since the phases are on a continuum, these phases may overlap, and phase identification may be subjective. It is possible multiple waves of disease may occur and the population may experience a given phase more than once during a disease event

Potential Phase Triggers

Transition between phases may be indicated by, but is not limited to, the following conditions:

- Increasing student, faculty, and staff absenteeism rate on CU Anschutz domestic or international campuses
- Confirmed community spread of an infectious disease.
- Centers for Disease Control and Prevention (CDC) advisories issued or modified.
- State Department travel advisories issued or modified.
- WHO advisories issued or modified.
- Colorado Governor’s Office executive orders issued or modified.
- Colorado Department of Public Health and Environment (CDPHE) advisories issued or modified.
- Adams County Health Department (ACHD)

Objectives

The Chancellor will ensure that the following objectives are met during an infectious disease outbreak:

- Achieve the university’s mission.
- Guard the health and safety of students, faculty, staff, and visitors.
- Implement a full resumption of services in a timely and orderly fashion.
- Protect the University’s reputation and brand

Infectious Disease Task Force (IDTF)

Given the wide-ranging impacts of infectious disease, the Chancellor will create an interdisciplinary group of university representatives (Infectious Disease Task Force (IDTF)) to coordinate the response. This is consistent with the principles of Unified Command as described in Incident Command System (ICS) and the University’s Comprehensive Emergency Management Plan (CEMP).

The IDTF may include but is not limited to:

- The University Crisis Leadership Team
- Chancellor’s Office (Includes Executive Vice Chancellor Administration & Finance/Chief of Staff/Executive Director, others TBD)
- Office of the Executive Vice Chancellor of Academic & Student Affairs

- Human Resources
- Communications
- Financial Services Office of Grants and Contracts, Contracting/Purchasing
- Finance & Budget Offices
- International Risk Management Committee
- Information Technology
- Facilities
- Emergency Management
- Environmental Health and Safety

Strategies

The IDTF may implement, but is not limited to, the following strategies to cope with an infectious disease outbreak:

- Monitor information from local, state, national and/or international public health authorities including ACHD, CDPHE, and the CDC.
- Broad and inclusive fact-based communication to internal and external stakeholders
- Reviewing, updating, and implementing COOP plans as needed
- Physical distancing including, but not limited to:
 - Canceling public events
 - Conducting classes by video conference
 - Canceling international programs and travel
 - Implementing remote working options for employees
- Reviewing and updating cleaning and maintenance protocols as appropriate
- Coordinating with ACHD and CDPHE for medical countermeasures
- Clinical coordination with UC Health and Children’s Hospital Colorado
- Ordering additional or alternative personal protective equipment and/or cleaning supplies

Continuity of Operations Planning Factors

Given the unpredictable duration of the disease outbreak all parts of the University should be prepared to implement COOP plans to maintain their essential functions. The following factors need to be addressed to create a COOP plan that will be effective in an infectious disease outbreak:

- Plan for operation with 40% absenteeism
- Identify essential job functions and essential services personnel that will need to continue to work even if campus is closed.
- Include viable communications plans to keep departmental leadership informed of the status of the department’s activities and its members.
- Address cross-training of certain critical job classes to allow temporary replacement of sick workers if needed.

- Support telecommuting and other physical distancing plans, including developing protocols that determine when to allow telecommuting and other work options.
- Review definition of essential employees to ensure the appropriate people are designated to maintain departmental essential functions

B. Campus Reconstitution Annex

Purpose This annex guides the actions of the University as it re-starts operations following a significant disruption of operations. No specific cause of the disruption is assumed. The strategies outlined in this document can be applied to any scenario in which campus services were significantly disrupted.; however, the actions included will need to be adjusted in an operational plan specific to the circumstances of the event.

Scope This annex can be applied to the CU Anschutz Medical campus, and its offsite domestic and international campuses.

Background A significant disruption in campus operations is one that triggers the activation of COOP plans for the campus. The disruption may be due to the loss of one or more campus buildings, loss of essential services, or the loss of a significant number of personnel. Once the disruption is resolved, it is imperative the university reconstitute its operations. While completing reconstitution in a timely manner is important, the process must be orderly to ensure essential services are in place to support students, faculty, and staff as they return to campus. Reconstitution implementation must be initiated by university leadership to ensure it is a coordinated process. It is not intended for individuals or components to start reconstitution on their own initiative.

There are three types of reconstitutions:

- 1) Primary facility reconstitution assumes no or minor damage to normal operating facilities and that they can be reoccupied (e.g., pandemic, loss of infrastructure)
- 2) Temporary facility reconstitution assumes the University will reconstitute at temporary facilities until repairs on the primary facility are complete or new facility construction is complete.
- 3) New facility reconstitution assumes operations will be implemented in a new facility that is readily available for occupation.

Reconstitution operations are divided into four phases:

- 1) Pre-Event Preparedness consists of developing an All-Hazards reconstitution plan (this document) to guide the university following an incident requiring the implementation of COOP plans. This includes socializing, training, and exercising the reconstitution plan.

- 2) Post-Event Planning consists of using the guidance in the All-Hazards reconstitution plan (this document) to develop an incident specific operations plan that addresses the unique circumstances of a specific event (e.g., pandemic, loss of campus building etc.) which includes identified priorities and a timeline for restoring operations on campus that is approved by university leadership.
- 3) Implementation of Operations executes the operations plan developed based on the timeline developed during Post Event Planning. This would include the transition from an alternate location(s) to campus facilities (or temporary/permanent replacement facilities).
- 4) Reconstitution is considered complete when all functions are operational and stable at the primary facility, alternate facilities have been readied for future use, an after-action report for the continuity operations is complete, and items for improvement have been documented in the corrective action program.

Successful reconstitution of the University entails stable resumption of all normal functions, either on campus or at replacement facilities.

Objectives

The university's objectives during reconstitution are:

- Provide an executable operations plan for transitioning back to efficient normal operational status from continuity operations status once a threat or disruption has passed.
- Identify and prioritize services, resources, and infrastructure needed to support a smooth transition from continuity to normal operations.
- Ensure a safe location for students, faculty, and staff to resume normal operations.
- Restore University facilities, equipment, staffing levels, records, and other assets.
- Restore student, faculty, staff, and vendor access to university facilities, equipment, records, and other assets

Assumptions

The following assumptions informed this document:

- The incident triggering continuity operations has ended and is unlikely to recur.
- The university's essential functions were transferred to an alternate location(s) and/or maintained by staff working remotely.
- Essential personnel will continue to support essential functions until the functions are transferred to campus facilities (or temporary/permanent replacement facilities)
- The reconstitution of the campus will use a priority-based approach to determine in what order resources and services will be re-established.

- University leadership appoint a Reconstitution Manager and will initiate reconstitution processes for the campus based on the timeline and schedule developed for the specific incident that initiated the need for continuity of operations.

**Reconstitution
Manager**

The Reconstitution Manager is a senior member of the university who is designated by university leadership to be responsible for campus reconstitution effort. The Reconstitution Manager must have the following attributes:

- Be able to focus solely on the issues related to reconstitution during a continuity event (normal duties delegated to other staff)
- Have appropriate status to work directly with senior leadership and the authority to convey their decisions to the reconstitution group.
- Familiarity with the reconstitution plan
- Ability to lead the reconstitution group.
- Detail oriented

**Reconstitution
Committee(s)**

The Reconstitution Committee(s) works under the direction of the Reconstitution Manager to facilitate the transition from continuity to normal operations. This group will include representatives of the of the following campus units:

- CU Anschutz Administration Office of the Executive Vice Chancellor of Academic & Student Affairs
- Office of the Registrar
- Facilities
- Office of Information Technology (OIT)
- Communications
- Human Resources
- Environmental Health and Safety
- Office of Research
- Clinical Services
- CU Anschutz Police Department
- Finance
- Office of Grants and Contracts
- Office of the Bursar
- Legal
- Student Affairs
- Risk Management

NOTE: This list is not exhaustive, and units may be added or removed as needed for the specific incident.

Roles and Responsibilities

During the creation of the Post Event planning effort, the members of the Reconstitution Group will serve as subject matter experts in their respective fields. They will assist with identifying and prioritizing reconstitution needs, developing a reconstitution timeline, locating, and acquiring resources, communicating reconstitution progress to leadership and their respective units, and coordinate with other units to achieve operational goals by established deadlines.

Campus Leadership

The following issues may need to be considered by the campus leadership representative:

- Take post event operation reconstitution plan to university leadership for review and approval.
- Provide input on reconstitution timeline to align it with leadership expectations.
- Resolution of policy issues related to transition of work from alternate or remote work locations to campus or temporary/permanent replacement facilities.
- Determine timeline/process for returning to full staffing levels

Office of the Executive Vice Chancellor of Academic and Student Affairs

The following issues may need to be considered by the Office of the Executive Vice Chancellor of Academic and Student Affairs representative:

- Determine steps needed to have classrooms physically ready for student occupation (in conjunction with Facilities and OIT)
- Needed steps to ensure classroom and laboratory audio visual and computing resources are functional (in conjunction with OIT)
- Determine if reconstitution schedule will adversely affect scheduled tests (finals) in conjunction with university Registrar staff and/or ceremonies (commencement) in conjunction with university Events staff.
- Determine if changes or updates are needed in Canvas for the resumption of classes.
- Work with various schools and colleges to reestablish clinical rotations, practical, and other hands-on classes including scheduling, supplies, etc.
- Determine timeline/process for returning to full staffing levels

- Determine if/when student outreach and support initiatives implemented during the COOP phase can be returned to normal operations.
- Determine if/when curtailed student support services can be fully re-established.
- Determine time needed to restore inventories of supplies needed for student affairs operations.
- Determine if/when student affairs related information technology resources will be available to support operations (in conjunction with OIT)
- Determine timeline/process for returning to full staffing levels

Registrar

The following issues may need to be considered by the Registrar representative:

- Determine timeline/process for returning to full staffing levels.
- Determine if systems are functional (in conjunction with OIT)
- Determine method for returning and/or updating records for activities that occurred at alternate facilities during the continuity phase.
- Determine if reconstitution schedule will adversely affect registration deadlines

Facilities

The following issues may need to be considered by the Facilities representative:

- Determine if/when facility repairs have been completed satisfactorily by university or contracted personnel.
- Determine if/when vital utilities have been restored to campus structures.
- Determine if facilities are ready and safe for reoccupation (in conjunction with Environmental Health and Safety)
- Schedule fire safety inspections as needed for new or repaired structures.
- Re-implement fire safety and other inspections that may have been curtailed.
- Determine if/when furniture and other amenities needed for reoccupation have been completed/installed.
- Determine steps needed to have classrooms and teaching laboratories physically ready for student occupation (in conjunction with OIT and Office of the Executive Vice Chancellor of Academic and Student Affairs)
- Determine steps needed to have research laboratories physically ready for occupation (in conjunction with Environmental Health and Safety)

- Determine if/when curtailed trash removal and/or cleaning services need to be reinstated.
- Determine schedule for the resumption of suspended construction/renovation projects.
- Determine when modified/enhanced cleaning and sterilization protocols will transition to normal procedures (in conjunction with Environmental Health and Safety)
- Determine when centralized delivery locations will transition to normal delivery locations.
- Determine time needed to restore inventories of supplies needed for Facilities operations.
- Determine time needed by food vendors to re-implement meal service.
- Determine time needed to re-activate curtailed contracted services to full level of service.
- Determine timeline/process for returning to full staffing levels

Office of Information Technology

The following issues may need to be considered by the OIT representative:

- Installation, repair or replacement of network infrastructure, servers, etc. either on campus or temporary/permanent replacement facilities
- Determine staffing levels needed on campus to support resumption of classroom and laboratory academic activities.
- Needed resources to transition from alternate location work or remote work to on campus work.
- Software updates or other preventative maintenance activities that must be completed prior to reconstitution.
- Needed steps to ensure classroom and teaching laboratory audio visual and computing resources are functional (in conjunction with Office of the Executive Vice Chancellor of Academic and Student Affairs)
- Determine if/when various departmental/college/school information technology programs and resources will be available to support operations (in conjunction with affected departments)
- Determine timeline/process for returning to full staffing levels.
- Determine if any service agreements implemented for COOP planning require modification (e.g., reduction in services or personnel to support remote workers)

Human Resources

The following issues may need to be considered by the Human Resources representative:

- Needed timekeeping/leave tracking resources in place to document staff time either on campus or temporary/permanent replacement facilities.
- Determine method for returning and/or updating records for activities that occurred at alternate facilities during the continuity phase.
- Needed resources to transition from alternate location work or remote work to on campus work.
- Determine schedule to resume hiring activities (if applicable)
- Determine schedule to resume in person training and orientation activities.
- Determine if/when modified leave usage policies will return to pre-COOP incident standard(s)
- Process in place to resolve leave disputes.
- Process to expedite hiring of replacement personnel to return campus to full staffing levels.
- Determine timeline/process for returning to full staffing levels

Communications

The following issues may need to be considered by the Communications representative:

- Messaging to the campus community regarding the reconstitution plan and timeline
- Monitor social and regular media to determine how the reconstitution process is being perceived and potential problems.
- Provide clarifying or corrective messaging regarding the reconstitution effort.
- Determine timeline/process for returning to full staffing levels.
- Messaging key partners regarding the status of reconstitution plans, such as hospital partners, CU System Office, and campus communicators

Bursar

The following issues may need to be considered by the Bursar representative:

- Determine timeline/process for returning to full staffing levels.
- Determine if systems are functional (in conjunction with OIT)
- Determine method for returning and/or updating records for activities that occurred at alternate facilities during the continuity phase.
- Determine if reconstitution schedule will adversely affect deadlines

Financial Services

The following issues may need to be considered by the Financial Services representative:

- Analyze and project university fiscal condition to help inform reconstitution timeline.
- Determine if reconstitution schedule will adversely affect deadlines.
- Determine timeline/process for returning to full staffing levels.
- Documentation of any costs incurred/caused by the incident or event that led to COOP plan implementation in the event that insurance, state, or federal aid is available to offset University expenses.
- Documentation of any costs associated with reconstitution

Office of Grants and Contracts

The following issues may need to be considered by the Office of Grants and Contracts (OGC) representative:

- In conjunction with the university Vice Chancellor for Research and schools and colleges, determine if any reports or extensions are required for research projects impacted by the COOP plan activation.
- Determine if any pending grant applications require request for submittal extension due to COOP activation.
- Determine if reconstitution schedule will adversely affect deadlines.
- Determine timeline/process for returning to full staffing levels

Police Department

The following issues may need to be considered by the University Police Department representative:

- Determine the best practice for reinstating access to buildings to include coordinating any phased access needs.
- Determine timeline/process for returning to full staffing levels.
- Determine any modifications or elimination of protocols implemented during COOP plan (e.g., shift hours, rules of engagement, etc.)
- Determine process for badging of new/replacement university and/or contractor/vendor personnel hired during continuity operations.

Emergency Management

The following issues may need to be considered by the Emergency Management Division representative:

- Facilitate post-event planning efforts to develop an operational reconstitution plan.
- Draft the post-event operation reconstitution plan.

- Provide situational awareness information that may inform the reconstitution process.
- Serve as a liaison to other emergency management partners regarding the reconstitution process

Legal

The following issues may need to be considered by the Legal representative:

- Provide interpretation and guidance of government orders, memoranda of understanding, intergovernmental agreements, etc.
- Provide legal guidance on policy interpretation and enforcement issues

Risk Management

The following issues may need to be considered by the Risk Management representative:

- Determine insurance coverage needs for new or repaired structures.
- Determine insurance coverage needs for research or other activities initiated during the COOP phase.
- Coordinate on-going insurance or government reimbursement claims resulting from the COOP incident

Environmental Health and Safety

The following issues may need to be considered by the Environmental Health and Safety representative:

- Determine if facilities are ready and safe for reoccupation (in conjunction with Facilities)
- Re-implement laboratory safety inspections that may have been suspended due to curtailed operations.
- Determine steps needed to have research laboratories ready for occupation (in conjunction with Facilities)
- Coordinate installation and testing of new research related fixtures such as fume hoods, etc.
- Determine when modified/enhanced cleaning and sterilization protocols will transition to normal procedures (in conjunction with Facilities)
- Determine if/when normal delivery of hazardous materials (e.g., radioisotopes, chemicals, etc.) will resume.
- Determine if/when collection of biohazardous and hazardous waste from laboratory spaces will resume.
- Determine if/when outgoing waste shipments will resume.
- Determine time needed to restore inventories of supplies needed for Environmental Health and Safety operations.
- Determine timeline/process for returning to full staffing levels.

- Determine timeline for reduction/termination of any vendor services purchased as part of COOP implementation

Research

The following issues may need to be considered by the Research representative in conjunction with the various schools and colleges conducting research:

- Determine if/when vivarium facilities and utilities are safe and sufficient to support animal colonies (in conjunction with Facilities and Environmental Health and Safety)
- Determine timeline/process for returning to full staffing levels.
- Determine time needed to restore vivarium supplies to operational levels.
- Determine if/when research animal reordering can resume.
- Determine if/when research proposal process can resume.
- Resolve space/resource issues which arise between research which continued or was initiated during COOP and research which is being resumed.
- Determine method for returning and/or updating Research records for activities that occurred at alternate facilities during the continuity phase.
- Determine if reconstitution schedule will adversely affect grant, regulatory, or other deadlines (in conjunction with OGC)
- Determine if reconstitution schedule will adversely affect research programs which continue to operate during the COOP phase.
- Recruitment process to replace researchers lost during the response or COOP phases of the incident.
- Determine timeline/process for returning to full staffing levels

Clinical Research

The following issues may need to be considered by the Clinical Research representative:

- Determine if/when Clinical Research facilities and utilities are safe and sufficient to support clinical research activities (in conjunction with Facilities, Environmental Health and Safety, and external partners as appropriate)
- Determine time needed to restore supplies to operational levels.
- Determine timeline/process for returning to full staffing levels.
- Determine when clinical research patient visits can resume and develop a communication plan.
- Determine method for returning and/or updating clinical research records for activities that occurred at alternate facilities during the continuity phase.

- Determine if reconstitution schedule will adversely affect grant, regulatory, or other deadlines.
- Determine if reconstitution schedule will adversely affect research programs which continue to operate during the COOP phase

Events

The following issues may need to be considered by the Events representative:

- Identify criteria to reinstate events on campus including facilities, utilities, staffing, etc.
- Determine timeline/process for returning to full staffing levels

International Risk Management Committee

The following issues may need to be considered by the International Risk Management Committee (IRMC) representative:

- Determine criteria for rescinding implemented travel restrictions (if applicable)
- Determine if pre-event travel approval process requires amending or can be reinstated without change (if applicable)
- Determine when new study abroad experiences can be scheduled.
- Determine if/when international student outreach and support efforts implemented during COOP can be returned to normal levels.
- Communicate when international students can reoccupy campus residences (in conjunction with Student Housing)
- Determine timeline/process for returning to full staffing levels

Schools, Colleges, other units

The following issues may need to be considered by representatives of the other schools, colleges, departments, and units not explicitly named in this document:

- Account for all equipment issued for use at alternate or remote locations.
- Determine timeline/process for returning to full staffing levels.
- Determine time needed to restore inventories of supplies required for instructing courses or engaging in normal operations.
- Determine method for returning or updating records for activities that continued during the COOP phase of the incident.
- Strictly adhere to the approved post-event operational reconstitution plan and timeline

- Develop and release messaging to their portion of the campus community consistent with the messaging released by University Communications
- Students**
- Strictly adhere to the approved post-event operational reconstitution plan and timeline
- Teaching Faculty**
- Strictly adhere to the approved post-event operational reconstitution plan and timeline
- Regular Faculty (includes research)**
- Strictly adhere to the approved post-event operational reconstitution plan and timeline
- Clinician Medical Faculty**
- Strictly adhere to the approved post-event operational reconstitution plan and timeline
- Staff**
- Strictly adhere to the approved post-event operational reconstitution plan and timeline
- References**
- The following documents informed the development of this plan:
- National Continuity Policy, also referred to as National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20)
 - Federal Continuity Directive – 1 (FCD-1)

XI. Threat- and Hazard-Specific Annex Revision Dates

Annex Name	Revision Date
Infectious Disease	August 11, 2022
Campus Reconstitution	August 11, 2022