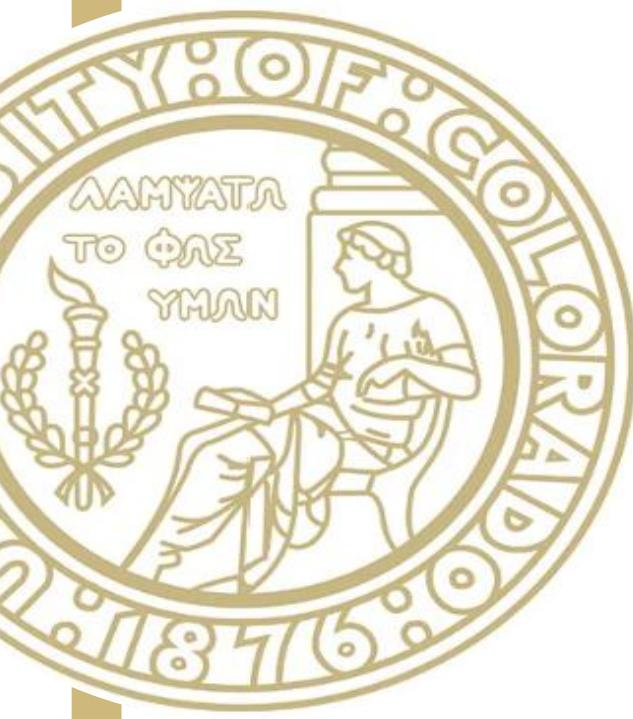




Anschutz

Comprehensive Emergency Management Plan (CEMP)

University of Colorado Anschutz
Police Department
Emergency Management Division.



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

Promulgation Statement

Introduction

The University of Colorado Anschutz shares responsibility with county and municipal governments to prepare for natural, technological, or human-caused emergencies that threaten life, property, or the environment. The University Police Department Emergency Management Division leads campus efforts in preparedness and recovery efforts and provides support to campus response teams. In emergencies, the Chancellor delegates authority to the Emergency Response Team to act swiftly and effectively.

Collaboration and Responsibilities

Effective emergency management requires coordinated planning across campus departments and collaboration with federal, state, local, private, and non-profit partners. This plan outlines roles and responsibilities for campus entities and serves as the foundation for emergency operations. All departments must maintain procedures, participate in training and exercises, and communicate updates to this plan. 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 share responsibility to protect life and property, incident stabilization, and university resiliency.

Compliance and Review

This plan complies with federal and state laws, aligns with the National Response Framework, and adheres to the National Incident Management System. It will be reviewed annually and updated at least every two years, or as needed, and a rewrite of the document every five years in accordance with the National Response Framework (NRF), the National Incident Management System (NIMS), the Comprehensive Preparedness Guide (CPG) 101, Version 3.1 (May 2025), and the Presidential Policy Directive PPD/8, the National Preparedness Goal.

Promulgation

By the authority vested in me as Chancellor, I hereby promulgate this Comprehensive Emergency Management Plan and assign the University Police Department Emergency Management Division responsibility for its implementation and ongoing development.

APPROVED:

DocuSigned by:

Donald Elliman

December 18, 2025 | 2:27:40 PM MST

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Donald M. Elliman, Jr.
University of Colorado
CU Anschutz Chancellor

Date

Approval and Implementation

This University of Colorado Anschutz Comprehensive Emergency Management Plan will be effective upon submission by the University of Colorado Anschutz Police Department (hereinafter referred to as University Police) Chief of Police and approval by the Chancellor of the University of Colorado Anschutz.

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 Campus's emergency response plans.

SUBMITTED:

Signed by:



January 16, 2026 | 10:25:20 AM MST

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Matthew D. Harris, PhD
University of Colorado
CU Anschutz Associate Vice Chancellor/Chief of Police

Date

THROUGH:

DocuSigned by:



January 16, 2026 | 4:41:06 PM MST

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Terri C. Carrothers
University of Colorado
CU Anschutz Executive Vice Chancellor Administration & Finance

Date

APPROVED:

DocuSigned by:



December 18, 2025 | 2:27:40 PM MST

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Donald M. Elliman, Jr.
University of Colorado
CU Anschutz Chancellor

Date

Approval and Implementation

The University of Colorado Anschutz 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:

- A. The University of Colorado Anschutz Emergency Management Division will issue all changes to holders of the plan through electronic media, email, or hard copy.
- B. 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.
- C. When any change is made, enter the information into the log below accordingly.
- D. A rewrite of this document will be performed every five years with a review and modification every two years.

Initials	Date of Change	Page & Section	Summary of Change
CG	2/27/2018	N/A	Branding
EE	5/16/2018	All	Biennial review and plan edits throughout document
CG	9/26/2019	All	Wording – CU Anschutz specific
MLB	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
TDB	8/2/2022	All	Biennial review and plan edits throughout document
EE	10/25/22	All	Final biennial review and plan edits throughout document
GRM	07/26/2023	All	Final biennial review and plan edits through document
GRM	08/19/2025	ALL	5-year rewrite and update of baseline CEMP document
GRM	12/5/2025	All	Update to reflect the new branding standard and signature page

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

A. Purpose

The purpose of the CU Anschutz Comprehensive Emergency Management Plan (CEMP) is to outline the university's approach to emergency response and recovery. It establishes the policies and procedures for coordinating campus, local, state, and federal efforts during emergencies and disasters affecting CU Anschutz.

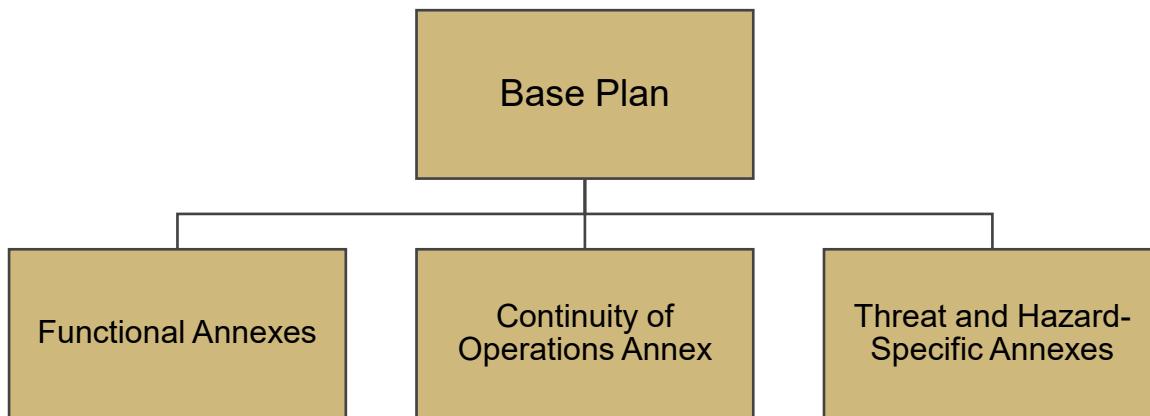
The CEMP provides general guidelines for planning, managing, and coordinating response and recovery operations before, during, and after major incidents. It uses a hybrid Incident Command System (ICS) structure to effectively allocate limited university resources and defines the roles of departments, schools, and colleges in executing these operations.

While CU Anschutz collaborates with partner affiliates such as the University of Colorado Hospital, Children's Hospital Colorado, and the Rocky Mountain Regional VA Medical Center. This plan specifically applies to university-owned, leased, or operated buildings and property.

The CEMP aligns with federal and state laws, as well as University of Colorado Board of Regents laws and administrative policies. It provides a decision-making framework for university leadership and outlines strategies, assumptions, and mechanisms for mobilizing resources and supporting emergency efforts during the response and recovery phases.

The plan identifies responsibilities and actions necessary to protect life, property, and the environment from natural, technological, and human-caused threats, while promoting resilience across the CU Anschutz community.

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



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

C. Situation

The CU Anschutz campus spans 230 acres on the former Fitzsimons Army Medical Center site in northwest Aurora, just eight miles east of downtown Denver. Adjacent to the campus is the Colorado Science and Technology Park, affiliated with the university. The campus serves as a cutting-edge training facility for future health professionals.

The southeast corner of the campus houses the 31-acre VA Medical Center, which provides inpatient and outpatient care, spinal cord injury services, research, and education.

CU Anschutz is Colorado's only comprehensive academic health sciences center, the largest in the Rocky Mountain Region, and one of the newest globally. The University of Colorado Hospital and Children's Hospital Colorado occupy approximately 4.8 million gross square feet and handle over 2.3 million patient visits annually. The campus significantly contributes to the state economy, supporting over 20,000 jobs through institutional spending and consumer activity.

Threats and Hazards:

Due to its location and geological features, the campus is exposed to a range of hazards:

- Natural Hazards: Tornadoes, high winds, snow/ice/hail, extreme temperatures, drought, flooding, and pandemics (human or animal).
- Technological Hazards: Hazardous material spills, fires/explosions, structural collapse, utility outages, transportation accidents, and IT disruptions.
- Human-Caused Threats: Demonstrations, civil disruptions, workplace violence, cyber-attacks, economic emergencies, terrorism, sabotage, and conventional or Chemical, Biological, Radiological, and Nuclear (CBRN) attacks.

Emergency Management Division (university EMD) Initiatives:

The University Police Department's Emergency Management Division (university EMD) identifies and addresses campus threats through planning, training, and exercises. Collaborating with campus stakeholders and external agencies, the EMD ensures readiness across all phases: prevention, mitigation, preparedness, response, and recovery.

The university EMD develops comprehensive plans to prepare the campus community for potential threats and hazards. They facilitate trainings to ensure readiness and promote engagement across the campus. To evaluate risks and project potential impacts, the EMD uses tools such as the Threat and Hazard Identification and Risk Assessment (THIRA) and frameworks like the National Response Framework (NRF). The EMD also assesses the campus's capabilities and coordinates with local agencies through Memoranda of Understanding (MOUs) to strengthen collaborative response efforts.

Preparedness and Outreach:

The university EMD promotes emergency preparedness and awareness through campus events, training, and its website. Outreach campaigns cover all-hazards topics such as severe weather, flooding, winter safety, active harmer response, external bleeding control, and tornado preparedness. Additional efforts focus on:

- Building personal preparedness kits
- Campus-wide safety preparedness and training
- Emergency notifications (CU Alerts!) and Personal Wellbeing (CU Anschutz SAFE)
- Knowing emergency plans for offices, classrooms, and homes
- Continuity of Operations Plan development and management

D. Assumptions

- Incidents, whether natural, technological, or human-caused—require a coordinated response to protect life, property, and the environment. These events may occur unexpectedly, vary in scope and complexity, and impact one or multiple areas of campus. Examples include disasters, emergencies, terrorist threats, civil unrest, fires, floods, hazardous material spills, nuclear accidents, aircraft crashes, earthquakes, tornadoes, war-related events, and public health crises.
- All incidents begin and end locally and are typically managed at the lowest possible geographic, organizational, and jurisdictional level. University leadership—

- including the Board of Regents, President, Chancellors, and campus executives Vice Chancellors—must continue to function under all emergency conditions.
- CU Anschutz maintains varying levels of capabilities, plans, procedures, and resources to ensure the safety of students, faculty, staff, and visitors. These resources are threat-dependent and may require additional support through Memorandums of Understanding (MOUs) or Agreements (MOAs) during complex emergencies. University departments, schools, and colleges are required to maintain continuity of operations plans and internal response plans aligned with university-wide protocols.
- Community preparedness is essential. CU Anschutz community members are encouraged to develop family disaster plans, maintain emergency supplies to be self-sufficient for at least 72 hours, and stay informed about shelter-in-place and evacuation procedures. Vigilance and education help ensure individual and collective resilience.
- CU Anschutz uses the National Incident Management System (NIMS) and the Incident Command System (ICS) to manage on-scene and Emergency Operations Center (EOC) activities. Incidents may significantly disrupt campus operations, cause casualties, displace individuals, damage property, and interrupt essential services and academic functions. Vulnerable populations—including children, individuals with disabilities, the elderly, and non-English speakers—may be disproportionately affected. Emergency efforts will ensure inclusive support, including evacuation and transportation for individuals with disabilities and their service animals.
- Disasters may also attract spontaneous volunteers and donations, with community organizations and businesses often providing support. Depending on the severity of the incident, university departments, private-sector partners, and healthcare providers may be quickly overwhelmed. Mutual aid and external assistance will be sought when university resources are exhausted or anticipated to be insufficient. As complexity and impact increase, broader multiagency coordination beyond university entities 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 CU Anschutz Emergency Response Team (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.

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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) as amended.
- P.L. 81-920, Federal Civil Defense Act of 1950 as amended.
- Homeland Security Presidential Directive 5 (HSPD-5)
- P.L. 99-499, Title III, Emergency Planning and Community Right-to-Know, Oct. 17, 1986.
- The Jeanne Clery Campus Safety Act, 20 U.S.C. § 1092(f).
- Presidential Policy Directive 8 (PPD-8)

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 .
- 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
http://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 3.1, May 2025 chrome-extension://efaidnbmnnnibpcajpcqclefindmkaj/https://www.fema.gov/sites/default/files/documents/fema_npd_developing-and-maintaining-emergency_052125.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 Disaster Management Plan <chrome-extension://efaidnbmnnibpcajpcgjclefindmkaj/https://adcogov.org/sites/default/files/2023-08/2023-Disaster-Management-Plan.pdf>
- City of Aurora Office of Emergency Management Comprehensive Emergency Management Plan 2021.

4. University of Colorado Anschutz

- University of Colorado Anschutz Threat and Hazard Initial Risk Assessment (THIRA)
- University of Colorado Anschutz Emergency Operation Center (EOC) Standard Operating Procedures (SOPs)
- University of Colorado Anschutz EOC Position Checklist Manual

C. References

- University of Colorado Anschutz Emergency Preparedness Quick-Reference Guide.
- University of Colorado Anschutz 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 Building-Wide Emergency Response Plans
- University of Colorado Anschutz Departmental, Schools, and Colleges Continuity of Operations (COOP) Plans.

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III. Concept of Operations

A. General

The CU Anschutz Campus Emergency Management Plan (CEMP) operates on the principle that emergency response efforts will be initiated and managed by the university itself. External assistance from city, county, or state agencies will only be requested when the scope or complexity of an incident surpasses the university's capabilities. Such requests will be made through local or county emergency management agencies when it becomes evident that campus resources are insufficient to manage the situation. The plan emphasizes a whole-community approach, involving university departments, hospitals, private and nonprofit partners, faith-based organizations, and government agencies to support response and recovery efforts, especially in large-scale disasters that may warrant state or federal disaster or emergency declarations.

Aligned with national frameworks, the CEMP incorporates the National Response Framework (NRF) and the National Incident Management System (NIMS). The NRF outlines how all levels of government collaborate to support local jurisdictions during emergencies, promoting community resilience through preparedness and coordination. NIMS provides a standardized structure for incident management across all hazards and jurisdictions, ensuring that university leadership and emergency responders can work cohesively with federal, state, tribal, and local entities. Together, these frameworks guide CU Anschutz in building a resilient campus capable of responding effectively to emergencies of any scale.

B. 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 is a foundational element of the National Incident Management System (NIMS), designed to manage all types of incidents—ranging from routine emergencies to large-scale disasters. ICS provides a standardized, on-scene structure that enables coordinated response efforts across federal, state, local, tribal, and campus levels, as well as non-governmental organizations and the private sector. It is adaptable to incidents of any size or complexity and is used across disciplines.

At the field response level, emergency personnel operate under the authority of an Incident Commander to make tactical decisions and carry out response activities. When needed, resources from various levels of government and the university are integrated into the ICS structure. Key features of ICS include common terminology, modular organization, management by objectives, reliance on an Incident Action Plan, and integrated communications. It also emphasizes resource accountability, unified command, and effective information and intelligence management, ensuring a scalable, flexible, and efficient response to any incident.

2. Unified Command (UC)

Unified Command (UC) is a collaborative structure that brings together Incident Commanders from key organizations and agencies involved in an emergency to coordinate a unified response while

maintaining their individual jurisdictional responsibilities. This approach is especially vital in campus environments, where certain resources—such as firefighting or specialized emergency services—may not be readily available, requiring support from local response agencies.

UC facilitates joint decision-making by co-locating or closely coordinating participating entities, including university departments, government agencies, and non-governmental responders. Together, UC members manage the incident by developing shared objectives and strategies, directing operations, and overseeing resource allocation. Each member must have the authority and resources to fulfill their role, and the composition of the UC may evolve as the incident transitions from response to recovery. This integrated structure enhances communication, maximizes resource efficiency, and ensures a cohesive and effective response effort.

3. Multi-agency Coordination System (MACS)

Multi-agency coordination is a foundational element of effective emergency management, particularly during large-scale incidents requiring high-level resource and information management. The Multi-Agency Coordination System (MACS) supports the Incident Command System (ICS) by facilitating coordination, policy-level decision-making, and resource prioritization across involved organizations.

At CU Anschutz, the Emergency Operations Center (EOC) serves as the central hub for multi-department and multi-agency coordination, managed by the University Emergency Management Director (EMD). The EOC supports incident management by aligning policies and priorities, tracking and allocating resources, and ensuring that all participating entities, including university departments, local agencies, and private/nonprofit partners, share situational and resource status updates. It also plays a strategic role in resolving policy issues, identifying future resource needs, and coordinating interagency and intergovernmental efforts to support incident objectives set by the Incident Command.

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, and Voice-Over Internet Protocol (VOIP) phones.

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.

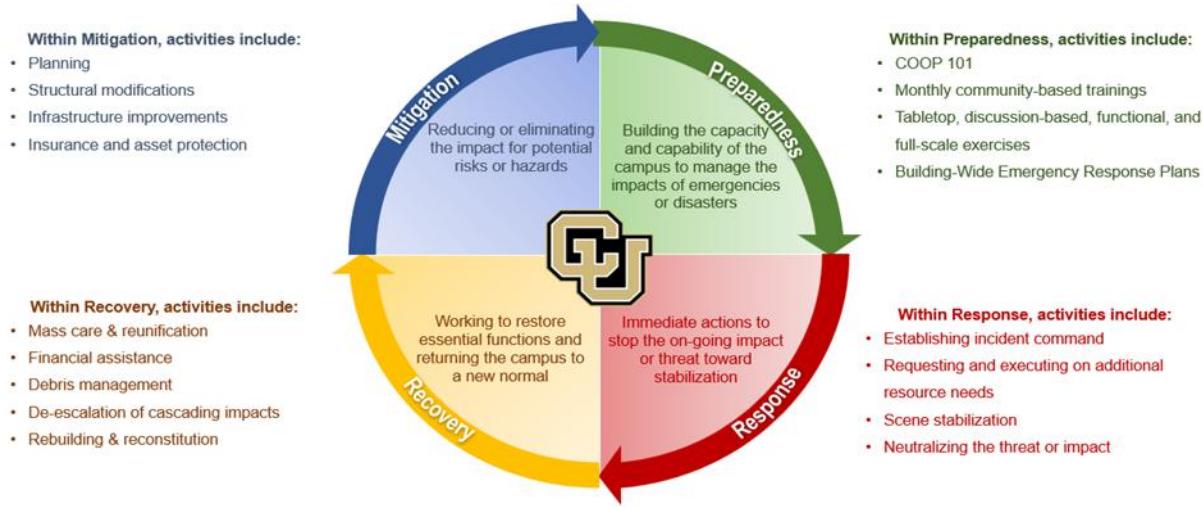
C. Continuity Planning

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.

D. 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.

Emergency Management Cycle



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. Threat and Hazard Identification Risk Assessments (THIRA) focus on incidents of past hazards, the perceived likelihood of events to occur and probability of each event causing an adverse impact on campus. The THIRA document also considers the consequences of an incident in terms of casualties, damage to university property, the potential disruption to critical university and campus functions, and the cost associated with recovery.

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

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

2. Preparedness

Preparedness can be defined as the range of deliberate critical tasks and activities taken by stakeholders that are necessary to build, sustain, and improve operational capabilities to respond to and recover from emergencies and disasters on or impacting the 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, 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 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! conducted every semester.
- Building-wide 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.

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.

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

- Employing resources 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.

- 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.

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IV. University Organizational Roles and Responsibilities

A. Organization

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

- Strategic: University Crisis Leadership Team.
- Operational: Emergency Response Team.
- Tactical: Incident Commander (IC);
- 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 direction 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 Core Group member(s) based on the location and type of the incident.

2. University Emergency Response Team

The ERT serves as the emergency management committee, representing the distinct, educational, research, and operational perspectives for the university. The ERT is charged with training for response and recovery operations, identifying threats and vulnerabilities and mitigation strategies to minimize impacts, and providing guidance on policies and procedures 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 staffing the Emergency Operations Center(EOC) during large-scale events emergencies, and disasters. The ERT is strategically comprised of university faculty, staff, and critical campus partners that will staff the EOC when activated.

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 IC through utilization of the EOC.

3. Campus-wide Emergency Management

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 employees home as appropriate or necessary.
- 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 Joint Information Center Manager and 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 Risk Management (RM). University RM will be staffed in the EOC to support response and recovery operations upon activation.

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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. 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. Non-profit sector and faith-based organizations can provide shelter, 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 County; 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 an ICS 213RR Resource Request 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 Public Assistance Grant Program and FEMA's Hazard Mitigation 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 and long-term hazard reduction measures after a major disaster. These funds can be used to provide supplemental federal disaster grant assistance for debris removal, emergency protective measures, mitigation projects, 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).

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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 activate electronically via computer and, or conference line, in-person at the Fitzsimons Building, Room W1139, Anschutz Health Sciences Building (AHSB), Room 7131B, or the Campus Services Building, Room 116F, to ensure a high level of situational awareness and 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.
- Determination of university disaster declarations to the university President.
- 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 the Emergency Response Team during EOC activations 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.

It is important to note that 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 multi-level governance 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 Office of Emergency Management or delegated authority 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 university EMD maintains a resource inventory that includes current source and quantity, and/or works closely with the departments of ownership. The university Director of Emergency Management is charged with maintaining familiarity

of resources available from local and county agencies, as well as the private and non-profit sectors and volunteer organizations.

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. 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,
- Notify university Police Department Command,
- 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.

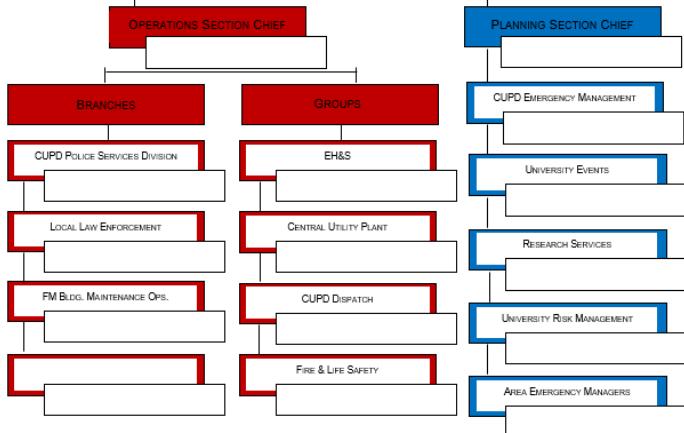
The IC will create temporary facilities as required for response and recovery according to the ICS doctrine. At a minimum this will include the ICP. Depending on the nature and severity of the incident, it may also include Staging Area(s), Helispot(s), Camp(s), Base(s) and/or others.

D. EOC Management

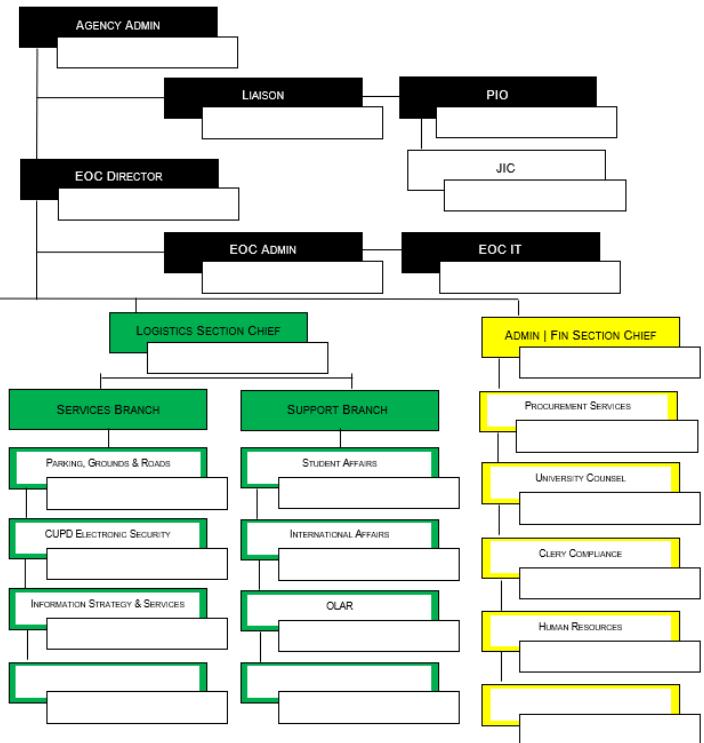
Activating the EOC provides the support necessary for the Incident Commander to ensure successful response and recovery operations. The primary role of the EOC is to support the IC. The EOC follows the ICS principles in its actions and structure support the IC by providing situational awareness, coordinating the acquisition of needed resources, and facilitate coordination actions between university departments, local governments, and agencies, as well as private and non-profit sector partners, as necessary.. During an EOC activation, the Director of Emergency Management will assume the role of EOC Director (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, UCHealth, 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.

Event/Incident Information	
Event/Incident Name: _____	Event/Incident Location: _____
Prepared By: _____	Date: _____ Time: _____
Operational Period _____	
Date From: _____ Time From: _____	Date To: _____ Time To: _____

Command Period Emphasis	



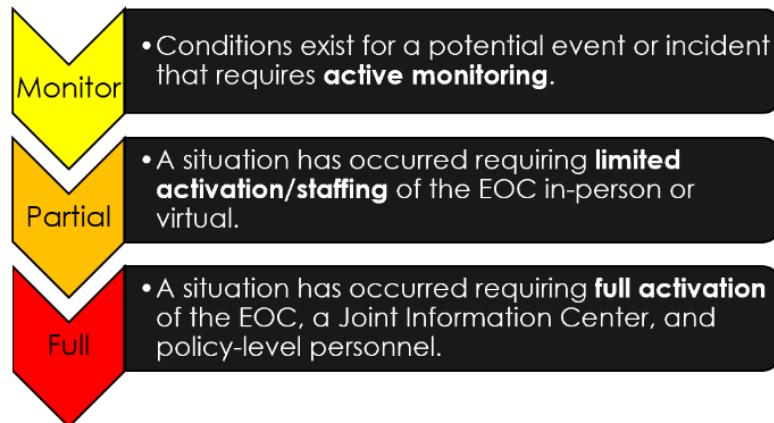
Emergency Operations Center Organization Chart



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) Monitoring Activation. Monitoring activations allow 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. Monitoring activations may be utilized in situations when decision makers are off campus or conditions are such that activating the EOC is not advisable - such as an impending or occurring severe winter weather event or other events on or around campus.
- 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 the entire campus or a significant portion thereof. 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 is located in the Campus Services Building, Room 116 and may be activated by decision of the IC, Executive Vice Chancellor for Administration and Finance, Chancellor, other member of the UCLT Core Group, 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 Command Staff 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 a good common operating picture and situational awareness.

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VII. Administration, Finance, and Logistics

This section provides incident-related 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 reported to the EOC and 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 related 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. University financial policies, principles, and regulations shall be followed to protect against fraud, waste, and abuse and to ensure proper oversight 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. When necessary, 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 university assets.

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 by the departments.

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 COOP functional annexes and copies of relevant expenditures should be sent to the university EMD.

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.

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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. 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 other critical stakeholders identified in the CEMP, will review annually, and update the CEMP at least every two years, or more frequently as warranted. Additionally, a rewrite of this document will be performed every five years, unless otherwise instructed by the University Director of Emergency Management, University Chief of Police, Executive Vice Chancellor for Administration and Finance, 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 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.

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IX. Testing, Evaluation & Assessment, and Corrective Action

The Homeland Security Exercise and Evaluation Program (HSEEP) is the national standard utilized at CU Anschutz 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, COOP, Functional Annexes, and Threat-Specific Annexes.

B. Evaluation and Assessment

Validation of the CEMP is accomplished through evaluations and assessments of the tasks performed during an exercise, large-scale planned events, 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, large-scale planned event, 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.

APPENDIX A FUNCTIONAL ANNEXES

An emergency response Functional Annex is a specialized section of a Comprehensive Emergency Management Plan (CEMP) that focuses on a specific operational function essential to managing emergencies. Rather than addressing a particular hazard, it outlines procedures, roles, and resources needed to carry out critical tasks such as evacuation, sheltering, communications, or public information across all incident types. These annexes ensure that key functions are consistently and effectively executed, regardless of the nature of the emergency.

Due to its location and geological features, the campus is exposed to a range of hazards requiring Functional Annexes to address identified threats and hazards. Common Functional Annexes include:

- Evacuation Annex: Procedures for safe and orderly evacuation.
- Mass Care Annex: Guidance on sheltering, feeding, and providing medical care.
- Public Information Annex: Strategies for disseminating accurate and timely Emergency Notifications, Timely Warnings and other critical information.
- Resource Management Annex: Processes for acquiring and deploying emergency resources.
- Communications Annex: Ensures interoperable and reliable communication systems.

Each functional annex provides detailed guidance on how the function will be activated, coordinated, and managed during an incident. It defines responsibilities for lead and supporting agencies, describes operational protocols, and identifies necessary resources and communication strategies. Standardizing functional annexes enhances interagency coordination and improves the overall efficiency and effectiveness of emergency operations.

The University Police Department Emergency Management Division is responsible for developing, updating, and/or collaborating with stakeholders and subject matter experts on identifying necessary emergency response Functional Annexes that focus on specific operational functions essential to responding to emergencies and disasters that occur on or impact the university. To ensure effective implementation, updates, and execution of Functional Annexes, the University EMD coordinates with stakeholders and subject matter experts. Functional Annexes are reviewed annually, and updated at least every two years, or more frequently as warranted.

APPENDIX B CONTINUITY OF OPERATIONS ANNEX

Continuity planning assures the preservation of the university's mission and purpose and continuing performance of essential functions under all emergency conditions. The CU Anschutz 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. To ensure effective implementation, updates, and execution of COOPs are maintained, at least one Primary Continuity Planner should be assigned to maintain their departmental, school, or college plan. 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

The university employs a COOP platform, standard for the entire university System. The university EMD is responsible for the maintenance, training, evaluation, and reporting of the COOP platform and subsequent COOPs within it. To achieve this, the university EMD has established elements which all departments, schools, and colleges must include in their respective plans.

- General Information,
- Contacts of key staff, support staff, and vendors,
- Teams,
- Orders of Succession.
- Delegations of Authority,
- Facilities, both primary and secondary,
- Essential Functions,
- Alert Notification Procedures, and
- File Archive of Functional Annexes and relevant documentation.

Testing, Evaluation & Assessment, and Corrective Action

Testing

Departments, schools, and colleges should coordinate trainings and exercises to increase the level of preparedness, as well as test and validate their COOP plans.

Evaluation and Assessment

Validation of COOP plans is accomplished through evaluations and assessments of the tasks performed during a training, exercise, and after each emergency or disaster where COOP plans are activated. The objective of this process is to identify performance strengths and deficiencies to develop the necessary corrective actions.

Corrective Action

Corrective actions are recommended improvements discovered after a training, 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.

APPENDIX C
THREAT AND HAZARD SPECIFIC ANNEX