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3. Emergency Operations Center Activation Manual	(Under Separate Cover)
4. Succession of Authority Plan (Restricted Access)	(Under Separate Cover)

Plan Approval

- I. Upon the recommendation of the Executive Director of Public Safety and with the concurrence of the Senior Vice Chancellor for Administration and Finance, the Chancellor of the University of Colorado Colorado Springs (“UCCS”) finds that the approval and implementation of the UCCS Emergency Operations Plan (the “Plan”) is in the best interests of the health, safety, and welfare of the campus community.
- II. In approving the Plan, the Chancellor delegates to the Senior Vice Chancellor responsibility to authorize the Executive Director of the UCCS Department of Public Safety (the “Executive Director”) to administer this Plan in accordance with UCCS policies and procedures and the Laws of the Regents of the University of Colorado, a body corporate.
- III. The Executive Director is further authorized to make minor changes to this Plan from time to time as necessary. Any changes to the Annexes of this Plan may be made as required by the Executive Director upon consultation with the Chancellor’s designee, the Senior Vice Chancellor for Administration and Finance. Changes to the Base Plan or the Succession of Authority Plan must be approved by the Chancellor or his or her designee prior to implementation.
- IV. This Plan is approved and implemented this _____ day of _____, 2016, and is to remain in effect without action through successive administration changes until rescinded in writing by the sitting Chancellor.

Recommended:

Approved as to legal sufficiency:

Brian McPike, Executive Director
Public Safety

Jennifer George, Esq.
Associate University Counsel

Concurrence:

Susan Szpyrka, Senior Vice Chancellor
Administration and Finance

Approval:

Pamela Shockley-Zalabak
Chancellor

Record of Changes

All changes are to be annotated on the master copy of the UCCS Emergency Operations Plan, maintained by the Executive Director of the Department of Public Safety. Notification of changes will be forwarded electronically to applicable units and incorporated into the plan during the next scheduled update.

Date Posted	Change	Page	Action By

Introduction

The University of Colorado Colorado Springs (“UCCS”) Emergency Operations Plan (“EOP” or “Plan”) has been developed in accordance with the requirements for emergency planning established under the State of Colorado Disaster Emergency Act of 1992 and is aligned with the National Response Framework (“NRF”) and National Incident Management System (“NIMS”). This plan outlines the University’s procedures for managing major emergencies that may threaten the health and safety of the campus community or disrupt its programs and activities.

This Plan identifies departments and individuals that are responsible for emergency response and critical support services, as well as providing a management structure for coordinating and deploying essential resources. The EOP is not meant to replace individual department or division standard operating procedures; rather, it is to be used when a situation overwhelms the capabilities of a single unit and multiple disciplines must be integrated into a single command structure.

The EOP is written, reviewed, and amended by the Emergency Preparedness Advisory Committee (“EPAC”), convened and overseen by the UCCS Director of Emergency Management in the Department of Public Safety. The EPAC provides general oversight for the University’s emergency planning process and meets regularly to address ongoing preparedness, response, and recovery issues. The EPAC will develop training programs to familiarize the UCCS community with campus emergency plans and procedures. It is also responsible for dissemination of emergency planning and response information to the campus.

All UCCS Executive Leadership, Deans, and Directors are responsible for understanding their roles within the EOP; individual faculty, staff, and students are highly encouraged to understand this plan and make personal emergency preparations as well.

Basic Plan

I. Purpose

- A. Identify the roles, responsibilities, and actions required of campus departments and divisions in preparing for and responding to emergencies and disasters;
 - B. Ensure a coordinated response by the campus in managing emergencies or disasters, save lives, prevent injuries, and protect property and the environment; and
 - C. Establish a governing framework for all plans developed and used by campus departments.
-

II. Legal Authority

A. Federal

1. Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments (Volume VI Public Law 93-288 as amended by Public Law 100-707) (“Stafford Act”)
2. Homeland Security Act and Information Sharing Act of 2002 (“Patriot Act”)
3. Homeland Security Presidential Directive 5, Management of Domestic Incidents (“HSPD 5”)
4. Homeland Security Presidential Directive 8, National Preparedness (“HSPD 8”)
5. National Response Framework (“NRF”)

B. State

1. Colorado Disaster Emergency Act of 1992 (Title 24, Article 32, Part 21, Colorado Revised Statutes)
2. State of Colorado Emergency Operations Plan

C. Local

1. Municipal Code of the City of Colorado Springs
2. El Paso County Emergency Operations Plan
3. City of Colorado Springs Emergency Operations Plan
4. 2012 International Fire Code – Chapter 4 (Emergency Planning & Preparedness)

D. University

1. University of Colorado (Title 23, Article 20, Part 1, Colorado Revised Statutes)
2. The Laws of the Regents of the University of Colorado, (Article 1, Part B, section 1(B))

3. Regents Policy Statement: Delegation of Authority to Chancellors to Adopt or Approve Campus By-Laws, Rules, Regulations and Guidelines

III. Definitions

The following terms are used throughout this document and have the following meanings as used herein:

- A. **Campus:** For the purposes of this Plan, the “campus” refers to all properties owned and/or leased by UCCS.
- B. **Catastrophic Incident:** A catastrophic incident is any natural or manmade incident, including terrorism, which results in extraordinary levels of mass casualties, damage or disruption severely affecting the population, infrastructure, environment, economy, national morale and/or government functions. A catastrophic event could result in sustained impacts over a prolonged period of time; almost immediately exceeds resources normally available to local, State, tribal, and private sector authorities; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are incidents of national significance.
- C. **City:** As used herein, “City” refers specifically to the City of Colorado Springs.
- D. **Disaster:** For the campus, a disaster will be an event or incident that involves severe damage or disruption, and/or possible loss of life, and requires significant outside resources to handle response and recovery to the incident, as determined by the Chancellor of UCCS in coordination with the City of Colorado Springs.
- E. **Emergency:** For the campus, an emergency will be an event or incident that requires a response or mitigating action to protect lives and property as determined by the Chancellor of UCCS and in coordination with the City of Colorado Springs if necessary. Emergencies are usually handled with campus and local resources.
- F. **EOC:** the term “EOC” refers to the campus’ Emergency Operations Center, where strategic level decisions are made by the senior administration.
- G. **EOP:** The term “EOP” refers to a published Emergency Operations Plan.
- H. **Federal Departments and Agencies:** These executive departments are enumerated in 5 United States Code 101, together with the Department of Homeland Security; independent establishments as defined by 5 United States Code Section 104 (1); government corporations as defined by 5 United States Code 103(1); and the United States Postal Service.
- I. **Incident Command Post:** Often referred to as the “ICP”, this is the field location where the primary tactical-level first responders coordinate their efforts. Led by the Incident Commander (“IC”) if a single agency or by a Unified Command if multi-agency, this is normally located near a scene but at a safe distance to allow for command and control operations. It is indicated by a flashing or rotating green light.
- J. **Local Government:** The elected officials, department, and divisions of each political subdivision (counties and municipalities) of the State of Colorado. For the purposes of this Plan, “local government” means El Paso County and/or the City of Colorado Springs as designated.

- K. **Major Disaster:** For the campus, a major disaster will be a catastrophic incident involving widespread destruction and/or loss of life, whereby the efforts of the campus and the greater community will be overwhelmed in protecting lives and property, as determined by the Chancellor of UCCS in coordination with the City of Colorado Springs.
- L. **Plan:** The term “Plan” as used herein refers to the “University of Colorado Colorado Springs Emergency Operations Plan.”
- M. **Significant Incident:** This type of incident is an actual or potential event that could significantly impact the routine operations of the campus. The Executive Director of the Department of Public Safety will determine if a Significant Incident has occurred and will take an active role in incident coordination and mitigation. A Significant Incident does not require activation of the campus Emergency Operations Center.
- N. **State:** For the purposes of this Plan, when “the State” is referenced, it refers to the State of Colorado.
- O. **UCCS:** the University of Colorado Colorado Springs (“UCCS”) as defined in the Laws and Policies of the Regents of the University of Colorado, a body corporate.
- P. **University:** the University of Colorado system, governed by the Regents of the University of Colorado, a body corporate, as defined by Title 23, Article 20, Part 1, Colorado Revised Statutes (the “University”).

IV. Scope

The UCCS EOP uses the all-hazards planning approach that addresses a full range of complex and constantly changing requirements in anticipation of or in response to threats or acts of major disasters (natural or technological), terrorism, and other emergencies. The UCCS EOP does not specifically address long-term reconstruction, redevelopment, and mitigation measures. The UCCS EOP details the specific incident management and response roles and responsibilities of campus departments and supporting agencies involved in emergency management.

V. Situation

A. Vulnerability Analysis

1. Geography

- a. UCCS covers approximately 520 acres in the northwest area of the City of Colorado Springs, at an altitude of approximately 6,400 feet above sea level. The campus lies on the south- and southwest-facing slopes of Austin Bluffs, a prominent feature of the area. The campus is in a wildland-urban interface area with campus facilities interspersed with natural semi-arid vegetation and geological features.
- b. The campus infrastructure consists of over 50 buildings and associated interior campus roadways on University-owned property. UCCS is bounded generally by North Nevada Avenue to the west, Austin Bluffs Parkway to the south, and North Union Boulevard to the east, all of which are major arterial roadways for the city and region.

2. Demographics

- a. The campus has a diverse populace, comprised of approximately 11,100 students, 750 faculty, and 525 staff. The on-campus student residential capacity in fall 2015 is 1,425 and will be 1,638 in fall of 2016 due the addition of new housing. The campus is surrounded entirely by the city, which has an approximate population of 446,000 people.
- b. UCCS is one of the larger higher education institutions in the state of Colorado.

B. Hazard Analysis Summary

UCCS has experienced or is threatened by natural disasters such as hail, localized flooding, landslides and subsidence, wildfires, tornadoes and high winds, lightning, and winter storms; it has also experienced technological emergencies such as prolonged power failures and hazardous materials incidents.

1. Natural Hazards Possible to UCCS

- a. **Lightning, Hail, and Thunderstorms:** For monetary loss to the university, wind damage has been the number one hazard faced by the campus. Thunderstorms and associated lightning are common occurrences in the area; they occur most frequently during the summer months and in addition to lightning, thunderstorms can produce heavy rain, strong winds, hail, flash flooding, and tornadoes. Dry thunderstorms can also cause fires through lightning. The thunderstorm season typically runs from March through October.
- b. **Flooding:** Isolated flooding has also occurred on campus in the past, normally due to significant localized rainfall but also as a result of melting snow and plumbing malfunctions. The campus is not located within existing floodplains; flooding is primarily limited to local drainages and the lower levels of campus buildings. UCCS last experienced significant water damage in 2015.
- c. **Wildfires:** The Colorado Springs area experiences a mixed-severity fire regime which results in infrequent, catastrophic events along with frequent, low-severity fire return intervals. The Waldo Canyon fire, started on June 23, 2012. It destroyed 347 homes in northwest Colorado Springs and burned 18,247 acres. The Black Forest Fire, which started on June 11, 2013, is the most destructive fire in Colorado history, surpassing the Waldo Canyon Fire of the previous year. It burned 14,280 acres, with at least 509 homes said to be destroyed. A wildfire last occurred on campus in July of 2008 behind the Recreation Center started by an electrical spark; another occurred in January of 2006, burning approximately one acre before being extinguished. That fire is believed to have been caused by fireworks. There have been several fires in landscaped areas of campus during extremely dry conditions between 2010 and 2012, all believed to be caused by improper disposal of smoking materials.

- d. **Tornadoes and High Winds:** Tornadoes are a possible threat to the Colorado Springs area, and have occurred within the city. The tornado season is considered to be April through October. May and June are the greatest risk months. High winds are common in the area due to localized thunderstorm activity; they are also common during the spring months. Damaging seasonal and storm-related winds in excess of 75 miles per hour are not unusual.
- e. **Landslides and Subsidence:** Landslides may occur by themselves or in conjunction with another natural event such as heavy rains, severe winter snowmelt, or wildfire. The last major landslide occurred on campus in 1999, partially burying several cars and a parking lot where the Campus Recreation Center now stands. Subsidence occurs when subsurface voids collapse, causing a sinkhole in the ground above. The Cragmor neighborhood to the south of the campus was an area of coal mining activity prior to the 1950's and some underground collapse has occurred in the area. No mines are known to have come under current UCCS property; however, old mine maps and diagrams are known to be inaccurate.

2. Other Hazards Possible to UCCS

- a. **Hazardous Materials:** The campus sits along heavily traveled vehicle corridors, which may have vehicles transporting hazardous materials. Additionally, a major railroad line lies approximately one mile to the west of, and upwind of, the campus. There are several permitted facilities with reportable concentrations of hazardous materials in close proximity as well. On the campus itself, high concentrations of chemicals and other hazardous materials are present in some campus buildings; localized hazardous material incidents have occurred at these locations in the past.
- b. **Prolonged Power and Utility Failures:** UCCS is heavily reliant on modern technology for day-to-day operations, safety services, and academic and research pursuits. Prolonged power and/or utility outages would have an adverse effect on these operations and services, and could be economically and academically devastating to equipment and research housed within the University.
- c. **Terrorism:** UCCS, being located in the greater Colorado Springs area, is at high risk for direct or indirect effects of terrorism (domestic and international) and national security incidents. These incidents could take the form of threats and hoaxes, chemical, biological, radiological, nuclear, small-scale conventional weapons or explosives, large improvised explosives, or cyberattacks. Even if not directly affected by these incidents, the indirect effects to the social, psychological, and economic well-being of the campus cannot be ignored.

VI. Planning Assumptions

- A. The priorities for incident management are to:
1. Save lives and protect the health of the campus community, responders, and recovery workers;
 2. Protect and restore critical infrastructure;
 3. When appropriate, conduct law enforcement investigations to resolve the incident, apprehend the perpetrators, and collect and preserve evidence for prosecution;
 4. Protect property and mitigate damages and impacts to the academic and business operations of the campus;
 5. Facilitate recovery of the campus community, including faculty, staff and students, campus critical operations, and academic and research programs.
- B. Incidents are typically managed at the campus level, with assistance from local jurisdictions when required. Local jurisdictions should not plan on the arrival of State response assets until approximately 24 hours after the incident. Federal response assets may not arrive until 48-72 hours after the incident.
- C. Participating departments and divisions within the campus will respond to an incident to the extent of available resources. Once these resources have been exhausted, mutual aid will be requested from local resources, primarily through the existing Intergovernmental Agreement (IGA) with the Colorado Springs Police Department. If these efforts are determined to be insufficient, requests will be made from the local to State and State to Federal governments.
- D. The National Incident Management System (NIMS) is the basis for the Incident Command System (ICS). The NIMS will be used as the incident management system for all levels of response to control operations at the site of a significant incident, emergency, or disaster through a standardized “command” system that unifies rapid and effective interagency response within the perimeter of an incident. In a significant incident, emergency, or disaster which includes a multi-agency response, the UCCS Incident Commander will maintain a liaison with the UCCS Emergency Operations Center (EOC) Director, if activated, or the senior campus official or Executive Officer of the Day (OOD-(an on-call member of the Chancellor’s Executive Leadership)). The EOC Director or OOD will have direct authority over the campus response in areas not assigned to the Incident Commander. The EOC Director or OOD will not direct field tactics or operations.
- E. The Chancellor or his or her designee may declare a campus disaster or emergency; the campus will fall under a broader declaration by the Mayor or City Council of the City of Colorado Springs if warranted. Based on damage assessment findings indicating the damages are of sufficient severity and magnitude to warrant assistance under the Stafford Act, the President of the United States may grant a major disaster or emergency declaration.
- F. The campus will modify normal operations and redirect resources in order to save lives, relieve human suffering and sustain survivors until evacuation is possible, protect

property, and assist in reestablishing essential services. Life-saving and life-protecting response activities have precedence over other emergency response activities.

- G. Students, faculty, and staff expect to remain informed by campus leadership, and that they will be provided guidance and assistance in the face of a potential or actual emergency or disaster.
- H. Private and volunteer organizations, i.e. the American Red Cross, Salvation Army, etc. will provide immediate life-sustaining relief which is not normally available from campus or local government resources. Campus, Local, and/or State coordinating agencies will assist these organizations by guiding these relief efforts.
- I. Sound Business Continuity Planning (BCP) practices are essential to campus recovery and academic and operational resumption following an incident. BCP programs must be developed, practiced, and refined in accordance with this Plan and the UCCS Business Continuity Program.
- J. With the increased possibility of terrorism and employment of weapons of mass destruction, any biological or technological incident must be approached as if it could be an act of terrorism.

VII. Concept of Operations

It is the responsibility of the University of Colorado Colorado Springs to reasonably protect life, property, and the environment from the effects of emergency or disaster incidents on the campus. The Department of Public Safety has the primary responsibility for coordinating emergency management activities that eliminate or reduce hazardous events and for the preparation for, response to, and recovery from significant emergency and disaster events that can and do occur.

A. General

1. The UCCS EOP coordinates a campus-wide response, including when capabilities and resources of campus departments and/or initial responding City resources may be exceeded. Mutual Aid assistance can be requested from the City and El Paso County. When local resources and capabilities are exceeded, the responsibility for requesting additional local, State, and Federal assets lies with the City and El Paso County.
2. The UCCS EOP is the primary and general plan for managing emergencies and disasters. It details the coordinating structures and processes used during events on and/or around the campus. Other supplemental departmental plans provide details on response protocols and technical guidance for responding to and managing department-specific incidents.
3. All emergency plans developed and used by campus departments should be designed to integrate quickly and efficiently into this Plan.
4. The UCCS EOP can be partially or fully implemented. This allows maximum flexibility to meet the unique operational requirements of any situation.

5. A multi-jurisdictional approach will be required to manage most major incidents effectively. A Unified Command should be utilized when appropriate. Accordingly, plans and exercises should incorporate procedures from the City, El Paso County, volunteer agencies, and the private sector.
6. Plan implementation and subsequent supporting actions taken by the campus are specific to the emergency or disaster situation. Implementation is influenced by the acquisition and assessment of reliable information gathered from the incident. The UCCS EOP is in effect for preparedness activities, response, and initial relief activities when a major emergency, disaster, or incident occurs or is imminent.

B. Phases of Emergency Management

1. **Mitigation:** Mitigation involves actions to interdict, disrupt, preempt, or avert a potential incident. This includes intelligence and law enforcement efforts to prevent significant criminal incidents. Mitigation includes actions to:
 - a. Conduct investigations to determine the full nature and source of the threat and to implement such countermeasures as inspections, surveillance, security, and infrastructure protection;
 - b. Conduct operations to interdict, preempt, or disrupt illegal activity, and to apprehend and prosecute the perpetrators;
 - c. Conduct public health surveillance and testing processes, immunizations, and isolation or quarantine for biological and agricultural threats;
 - d. Conduct risk assessments, psychological evaluations, and interventions to mitigate risks of violence in mental health;
 - e. Deter, detect, deny access or entry, defeat and take decisive action to eliminate threats; and
 - f. Support building and fire code enforcement, inspections, and behavior modification to reduce risk.
2. **Preparedness:** Under the NIMS, preparedness encompasses:
 - a. Development of plans and procedures, training, and exercising;
 - b. Pre-deployment of response resources;
 - c. Pre-establishment of Emergency Operations Centers, Incident Command Posts, Staging Areas, and other facilities;
 - d. Evacuation and protective sheltering;
 - e. Implementation of structural and non-structural mitigation measures;
 - f. Implementation of business continuity and continuity of operations plans; and

- g. Provision of mitigation activities which are a critical foundation across the incident management spectrum from prevention through response and recovery. Examples of key activities include:
 - i. Ongoing campus education and outreach activities designed to modify behavior to reduce loss of life and destruction of property;
 - ii. Campus structural and grounds retrofitting to deter or lessen the impacts of incidents and reduce loss of life, destruction of property, and impact on the environment; and
 - iii. Support of code enforcement through such activities as building and fire code inspection.

3. **Response:** Response includes activities to address the immediate and short-term actions to preserve life, property, the environment, and the social, economic, and governance structure of the community. Campus response activities include:

- a. Emergency Shelter, housing, food, and water;
- b. Public health and safety;
- c. Removal of threats to the environment;
- d. Emergency restoration of critical services (electric and gas services, water, sewer, telephone, computer network);
- e. Transportation, logistics, and other critical services;
- f. Private sector provision of needed goods and services through contracts or donations;
- g. Crime scene security, investigation, evidence collection; and
- h. Damage assessment.

4. **Recovery:** Recovery involves actions and implementation of programs needed to help individuals and the campus return to normal. Recovery programs are designed to assist victims, restore the institution to sustain academic and business operations, rebuild destroyed property and reconstitute services. Recovery actions often extend long after the incident itself. Recovery programs include mitigation components designed to avoid damage from future incidents. Typical recovery actions may include:

- a. Repair and replacement of damaged facilities and infrastructure;
- b. Debris cleanup and removal;
- c. Temporary office, academic workspace, and housing for residential students;
- d. Crisis counseling and mental health assistance; and

- e. Planning and programs for long-term stabilization, recovery, and mitigation.

C. Plan Priorities

1. The following operational priorities are listed in order of importance for incident management and first responders. The operational demand that is highest on the list shall prevail whenever demands for emergency assistance/requests for resources (personnel or equipment) conflict.

a. Save Lives

- i. Save human lives;
- ii. Treat the injured;
- iii. Warn the public to avoid further casualties;
- iv. Shelter in place from the effects of the incident;
- v. Evacuate people from the effects of the incidents;
- vi. Shelter and care for those evacuated; and
- vii. Reunification and/or welfare communication with family.

b. Protect Property

- i. Save property from harm or destruction;
- ii. Take action to prevent further harm or loss; and
- iii. Provide security for affected property.

c. Protect the Environment

- i. Confine hazardous chemical releases to the smallest possible area;
- ii. Prevent runoff from entering waterways, storm water systems, and sewers; and
- iii. Contain the chemical release.

d. Stabilize the Incident

- i. Take action to stop or minimize the incident cause; and
- ii. Take action to maintain critical campus processes and functions.

e. Restoration

- i. Restore essential services and utilities;
- ii. Ensure continuation of business and resumption of contracted services; and

- iii. Take action to return the campus to academic and business functionality.

D. Emergency Operations Roles and Responsibilities

All departments with responsibilities identified in the UCCS EOP are required to develop internal operating procedures and continuation of operations/continuity of business plans for carrying out assigned primary and support functions. Overarching roles and responsibilities lie in the following areas.

1. Campus Executive Leadership

- a. Approve and amend campus emergency procedures;
- b. Provide Executive Leadership on-call to respond to significant incidents on campus;
- c. Make the determination to activate the Emergency Operations Center if necessary;
- d. Form the core of the campus Emergency Operations Center staff as assigned;
- e. Support the Incident Command;
- f. Set policy or divergence from normal campus procedures as required to manage the incident;
- g. Approve and commit campus resources and funds for disaster or emergency purposes;
- h. Formally declare a campus emergency or disaster;
- i. Issue official orders and emergency declarations, such as campus closure, academic cancellation, or evacuation, as needed and requested by incident management personnel;
- j. Authorize and approve post emergency or disaster recovery operations, including acquisition of temporary facilities; and
- k. Establish post emergency or disaster priorities and timelines as necessary.

2. Executive Director of Public Safety

- a. Make recommendations to the campus Executive Leadership on matters pertaining to significant incidents, major emergencies or disasters, or threats thereof, and ongoing incident response and recovery activities;
- b. Ensure implementation of ICS and NIMS for operations in the field;
- c. Coordinate tactical efforts related to disasters, emergencies, and significant incidents;

- d. Recommend notification of Executive Leadership and activation of the EOC as needed;
- e. Coordinate mutual aid assistance;
- f. Determine the need for evacuation and relocation and establish sites in coordination with other agencies;
- g. Provide recommendations to the Executive Leadership relating to emergency declarations, closures, cancellations, etc.;
- h. Maintain communications and liaison with the EOC;
- i. Maintain the master copy of the UCCS EOP;
- j. Schedule and conduct training programs and exercises;
- k. Maintain liaison with City, County, State, and Federal Agencies; and
- l. Coordinate disaster recovery functions.

3. Department of Public Safety (Emergency Preparedness)

- a. Prepare and maintain the UCCS EOP;
- b. Ensure implementation of ICS and NIMS for operations in the EOC;
- c. Ensure EOC personnel are adequate in numbers, and adequately trained;
- d. Maintain appropriate and adequate supplies and resources for effective operation of the EOC;
- e. Coordinate the EOC during disasters, emergencies, and significant incidents;
- f. Assist departments and divisions in the development of emergency plans, procedures, checklists, and business continuity plans;
- g. Coordinate mitigation and prevention efforts from man-made and natural hazards;
- h. Coordinate and collaborate with internal and external organizations such as Emergency Preparedness Advisory Committee (internal) and Local Emergency Preparedness Committee (external)
- i. Conduct campus education to students/staff/faculty related to campus and community preparedness and emergency response as well as personal preparedness; and
- j. Perform catastrophic planning and response, such as mass evacuation planning.
- k. Attend Local Emergency Preparedness Committee (LEPC) meetings;

1. Ensure adequate and clear communications plans are in place as they pertain to emergency notifications, incident reporting, situational awareness, etc. and include all forms of appropriate media.

4. Deans and Directors

- a. Ensure Business Continuity Planning program compliance within their purview;
- b. Identify essential functions to be performed during an incident and assign responsibility for performing those functions to designated essential personnel;
- c. Provide representatives to the EOC if requested to coordinate emergency response functions;
- d. Ensure that the EOC is kept informed during an incident by reporting events and activities in a timely fashion;
- e. Maintain complete and accurate records of all incident costs and expenditures to include personnel time, overtime, vehicle mileage and fuel receipts, and emergency disbursements; and
- f. Ensure that complete and current on-call or emergency contact personnel lists are provided to the Department of Public Safety on a timely basis.

5. Local Government

Local governments and agencies, including the Colorado Springs Police and Fire Departments, City Office of Emergency Management, and the El Paso County Emergency Services Division, may provide support to the campus during an incident. Operations conducted during an incident will be coordinated through the requesting EOC (campus or City) in conjunction with on-scene incident management. As participants in the UCCS EOP, local agencies are requested to:

- a. Operate using the Incident Command System established in NIMS;
- b. Participate in mitigation and preparedness activities;
- c. Coordinate activities and maintain communication with the campus EOC, City EOC, and/or Incident Command during periods of activation;
- d. Provide an agency representative to the EOC if requested;
- e. Provide information and coordinate any public release with the EOC and Joint Information Center (JIC), if activated;
- f. Provide technical assistance and expertise as appropriate and in coordination with other agencies;
- g. Establish emergency supplies including food, water, blankets, electrical generators, communications, etc. to provide continued operations and ensure employee safety as necessary; and

- h. Provide all information pertaining to activities prior to, during, and following any incident to the requesting EOC or incident management team.

VIII. Emergency Operations Management and Organization

A. Management Concepts and Policies

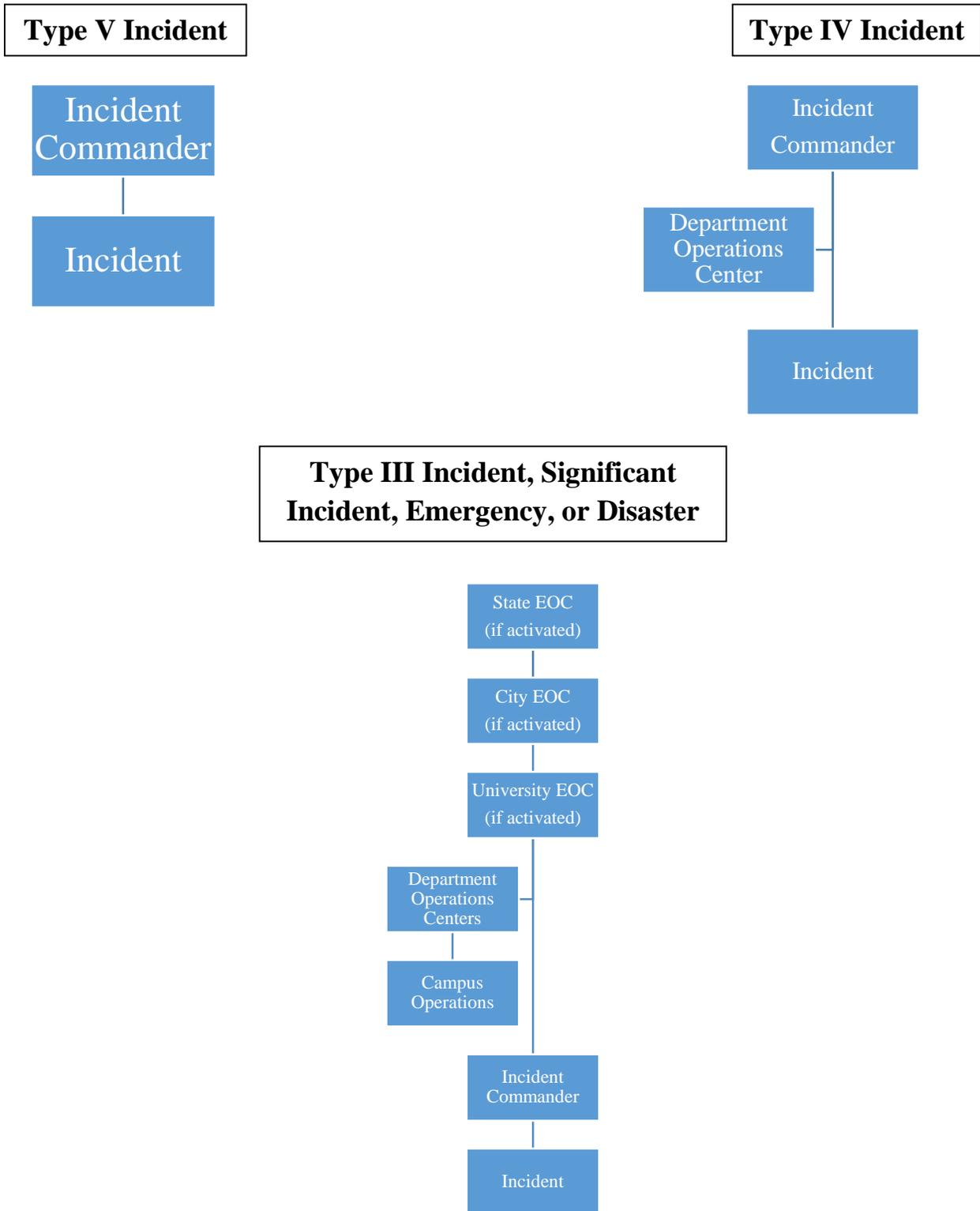
1. **Principle of Local Control:** The University maintains the authority for direction and control prior to, during, and following an emergency, disaster, or significant incident. This authority continues throughout the phases of emergency management or until conditions warrant a change in such authority.
2. **Incident Level Management:** A local incident management system that incorporates the functions, principles, and components of the NIMS shall be adopted and utilized. The flexibility and rapidly expandable organizational structure and the use of common and readily understandable terminology make this system particularly useful when coordinating a multi-functional response. This system easily adapts to supporting multiple agencies and/or multiple jurisdictional incidents. The UCCS EOP identifies the interface between the on-scene Incident Command System and the campus Emergency Operations Center.
3. **Campus Level Management:** The campus Executive Leadership and the Department of Public Safety are responsible for the overall coordination of emergency operations as it affects the campus as a whole. The on-scene Incident Commander is responsible for the tactical command and control of specific activities at the incident site. Campus Executive Leadership is generally responsible for strategic coordination and control of all administrative, support, and off-site functions. Activation of the EOC may be required when an incident threatens to escalate beyond the capabilities of local resources, including mutual aid assistance. The EOC will coordinate campus resource requests and provide incident policy guidance and support.
4. **Local Level Management:** The City government and the Colorado Springs Office of Emergency Management are responsible for emergency operations as it impacts the greater city. The management of the City's response is outlined in the City of Colorado Springs EOP and other approved emergency management plans and programs.

Incident Type Definitions

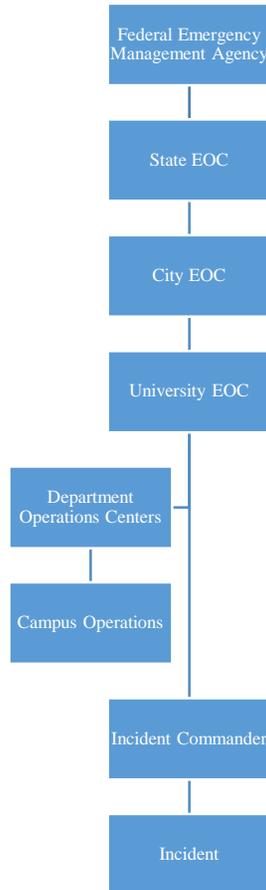
Type V	<ul style="list-style-type: none"> • One or two single resources with up to six personnel are required to mitigate the incident. • Command and general staff positions (other than the Incident Commander) are not activated. • A written Incident Action Plan (IAP) is not required. • The incident can be contained within the first operational period, often within a few hours after resources arrive on scene. • Examples include a vehicle fire, an injured person, an isolated power outage, or a complex police traffic stop.
Type IV	<ul style="list-style-type: none"> • Command and general staff functions are activated only if needed. • Several resources are required to mitigate the incident. • The incident is usually limited to one operational period in the control phase. • A written IAP is not required but a documented operational briefing will be completed for all incoming resources. • The campus Executive Leadership may have briefings, and ensure the complexity analysis and delegations of authority are updated. • The role of the campus Executive Leadership includes policy review and assisting in setting objectives and priorities. • Examples include limited facility damage, small grass fire, or bomb squad investigation.
Type III	<ul style="list-style-type: none"> • Capability requirements exceed initial attack and multiple agencies become involved. • The situation may be a significant incident. • Incident Command System positions will be added to match the complexity of the incident. Some or all of the command and general staff, division or group supervisors, and unit leader positions may be activated. • Incident response is managed by a Type III Incident Management Team or incident command organization through initial actions with a significant number of resources, an extended attack until containment or control is achieved, or as an expanding incident until the transition to a Type I or II Incident Management Team is achieved. • The campus may activate the EOC. • A Joint Information Center (JIC) may be established. • The incident may extend into multiple operational periods. • Mutual aid or state assistance may be required. • A written IAP is required for each operational period. • Examples include a school hostage situation, large structure or grass fire, blizzard, or significant utility outage.
Type II	<ul style="list-style-type: none"> • This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. • This type of incident may be a declared emergency or disaster. • This type of incident requires assistance from multi-jurisdictional, regional, state, and/or national resources to effectively manage the operations, command, and general staffing. • Most or all of the command and general staff positions are filled. • The campus EOC is activated. • The City, County and/or State EOCs may be activated.

	<ul style="list-style-type: none"> • The campus EOC is responsible for the incident complexity analysis, overall oversight of the campus response to the incident, coordination with the City EOC, and written delegation of authority if required. • A JIC is established. • A written IAP is required for each operational period. • Many of the functional units are staffed. • Operational personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • Examples include large wildfires, acts of terrorism, or other incidents of significant property loss or human suffering.
Type I	<ul style="list-style-type: none"> • This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. • The campus EOC is activated and fully staffed. • City, County, and/or State EOCs will be activated. • Liaisons between the campus and City EOCs are recommended. • The campus EOC is responsible for the incident complexity analysis, overall oversight of the campus response to the incident, coordination with the City EOC, and written delegation of authority if required. • A JIC is established. • All command and general staff positions are activated. • Branches are established. • Use of resource advisors at the incident base is recommended. • The incident has significant impact on the campus and surrounding community. Additional staff for administrative and support functions are required. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000 (guidelines only). • Examples include major wildfire involving multiple structures (Hayman 2002), pandemic influenza, or widespread hostile actions (September 11th, 2001).

Incident Reporting Relationships



**Type I or II, Federal or State
Declared Emergency, Disaster, or
Incident of National Significance**



B. UCCS Emergency Operations Center Activation

The UCCS EOC is activated by the campus' Executive Officer of the Day (OOD) (an on-call member of the Chancellor's Executive Leadership) upon the recommendation of the Director of Public Safety or other designated Incident Commander. The OOD is responsible for notification of the rest of the Executive Leadership, as well as any other immediately identified EOC staff needs.

C. UCCS Emergency Operations Center Organization

1. The Incident Command System and the organization of the EOC must be integrated adequately to address the issues facing the campus during a Significant Event. The EOC is organized to provide for all of the emergency management functions: Management, Operations, Planning, and Logistics and Finance. The organizational structure of the EOC is based on NIMS principles and is flexible and easily expandable to meet the needs of the campus. The EOC organization provides for communication between the campus, City, County, State, Federal, and other agencies. An organizational chart of the campus EOC may be found on the following page. Details pertaining to the internal organization and operations of the EOC are found in the EOC Activation Manual.
2. The UCCS EOC serves as the principal point for initiating and coordinating campus departments' assignments not directly related to the incident in an emergency. The EOC provides a centralized location to analyze critical incident information, facilitate the decision making process, and direct and control the response activities.

D. UCCS Department Operations Centers

1. Deans and Directors may be called upon to establish Department Operations Centers (DOCs) during an incident or emergency. DOCs are not formally organized as the EOC is; rather, they are meant to be a centralized location for direction of the department or other organizational unit to receive personnel and equipment accountability, assign responsibilities and resources within that department, and act as a central point for the EOC to contact that department. DOCs may be activated or deactivated as necessary depending on the situation, and are to be organized according to the needs of the incident.

EOC Organization

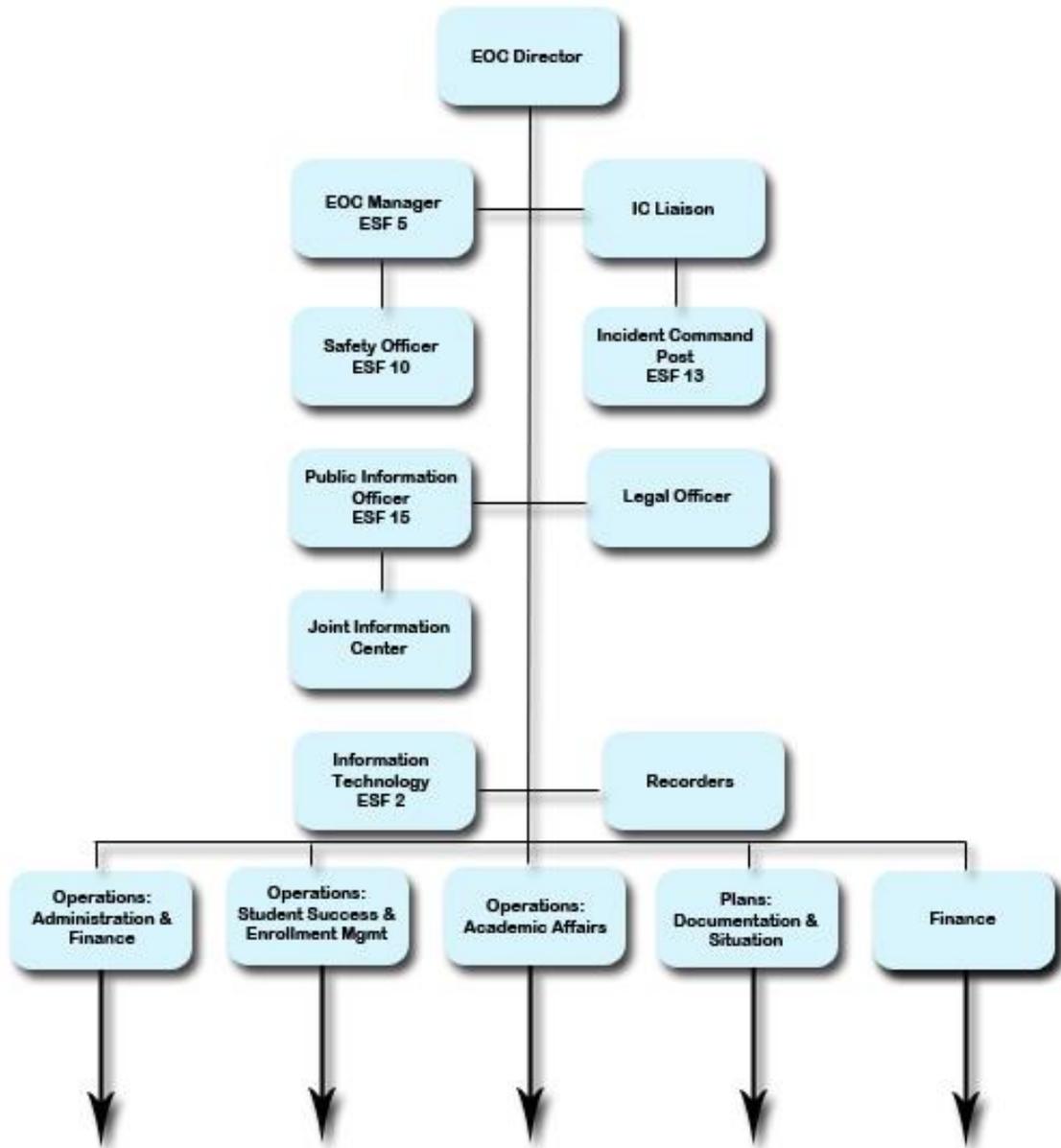
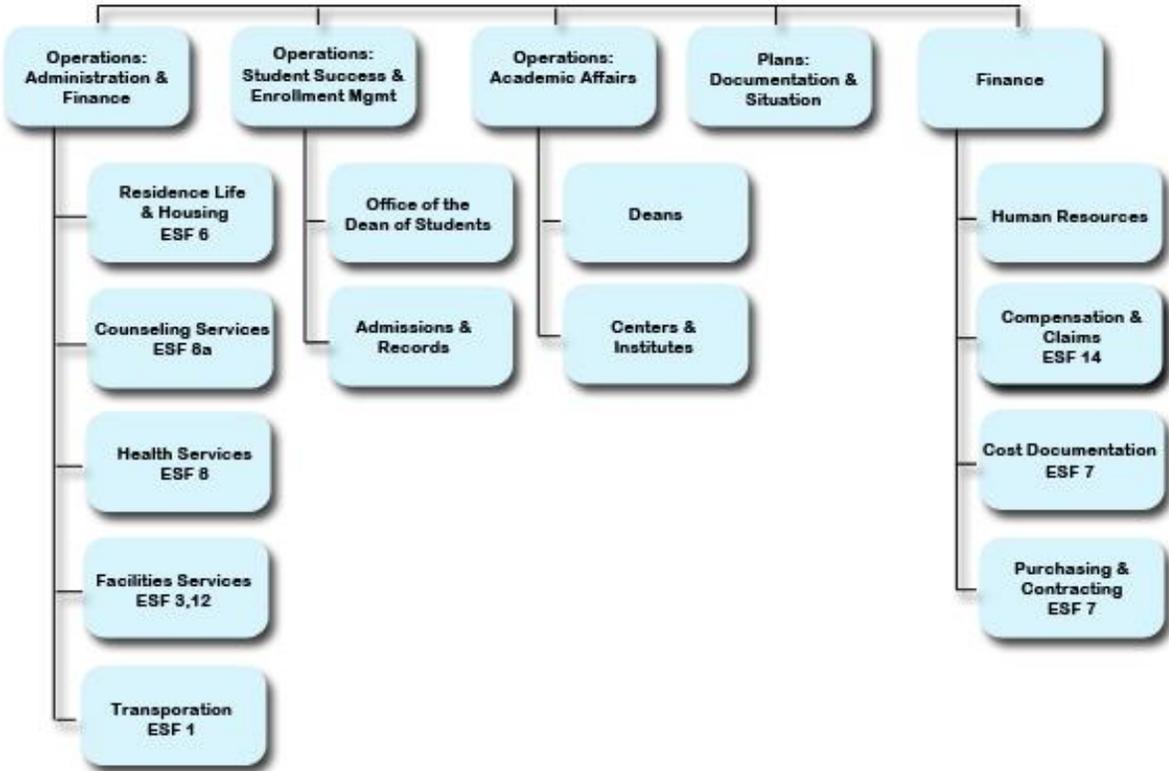


Chart continues on the next page

EOC Organization Continued



E. Operations

1. Sequence of Emergency Operations

With few exceptions, there are certain similarities in the procedures followed by each level of government in response to an emergency or disaster. The campus will respond to the initial incident, with the support of the City if required. If the incident grows in complexity or beyond the capabilities of the responding assets, local mutual aid may be requested and a local disaster or emergency declaration may be required. State assistance may be provided, upon request, with or without a local or State declaration of an emergency or disaster. Local requests for lifesaving emergency assistance may be acted upon verbally and subsequent local declaration and justification documentation would follow as soon as practical.

2. Emergency Support Functions

- a. When a disaster or emergency situation exceeds capabilities there are certain common types of assistance that are likely to be requested by affected jurisdictions. These common types of assistance have been grouped functionally into fifteen Emergency Support Functions (ESFs) by the Federal Emergency Management Agency. On campus, certain departments and divisions will be assigned responsibility for implementing these functions. Certain functions cannot be addressed by campus resources and as such have been deferred to the City of Colorado Springs EOP. Assignments have been made based on a department's routine responsibilities and should coincide with their operating experience and capabilities. The Emergency Support Function Annexes contain detailed information associated with each specific function. In an emergency or disaster, campus, local, State, and Federal agencies will operate along these ESFs. Campus departments should understand the relationship between these functions and their expected response to an emergency.
- b. Campus departments are assigned as Coordinating Departments or Supporting Departments based on their roles developing and executing the ESFs. The responsibilities of these assignments are:
 - i. **Coordinating Departments:** These departments are responsible for primary planning and development for that ESF. They provide recommendations for ESF development and updates to the ESF as well as any corresponding areas of the overall UCCS EOP.
 - ii. **Supporting Departments:** These departments provide support through planning and execution of the ESF. Support requirements are based on the needs of the Coordinating Department related to accomplishing the ESF. These departments are critical links to ensuring ESF tasks are accomplished.

- c. Departments not assigned to specific functions will serve as a reserve of material and personnel resources, which may be required to perform previously unassigned tasks or supplement other departments.

3. Campus-City-State-Federal Emergency Support Function Relationships

The National Response Framework, the State of Colorado EOP, the City of Colorado Springs EOP, and the UCCS EOP describe each respective level of government's approach to emergency response operations. Since all levels of government provide support, there are similar and overlapping functions in the plans. All plans now use the Emergency Support Function approach to agency support.

4. Emergency Support Functions Summary

The UCCS EOP provides details about emergency functions in the annexes. The following is a summary of the ESF annexes. Any or all of the ESFs may be activated during a disaster or emergency.

- a. **ESF 1: Transportation** – Department of Parking and Transportation Services

ESF 1 is designed to provide transportation support to assist in campus incident management. Functions include processing and coordinating requests for campus and City transportation resources as directed under the EOP, reporting damage to the transportation infrastructure as a result of the incident, coordinating the restoration and recovery of the transportation infrastructure, and coordinating and supporting prevention, preparedness, and mitigation efforts among transportation stakeholders.

- b. **ESF 2: Communications and Warning** – Department of Public Safety (Dispatch), Information Technology Department (Telecommunications) and University Communications and Media Relations

- i. ESF 2 outlines actions the campus would take to provide the required temporary telecommunications and restoration of the telecommunications infrastructure. It includes transmission and reception of any nature by wire line, fiber optic, radio, or other systems.
- ii. ESF 2 provides emergency warning, information, and guidance to the public. It facilitates the requirements and resources needed to provide backup capability for all means of communications. ESF 2 describes the policies and procedures for activating the Emergency Notification System.

- c. **ESF 3: Public Works and Engineering** – Facilities Services Department

ESF 3 is structured to provide public works and engineering-related support for the changing requirements of campus incident management to include preparedness, prevention, response, recovery, and mitigation actions. Activities within the scope of this function include conducting

pre- and post-incident assessments of public works and infrastructure, executing emergency contract support for services, construction management, providing emergency repair of damaged infrastructure and critical facilities, and other recovery programs.

- b. **ESF 4: Firefighting** – Not supported by a campus department. Refer to the City of Colorado Springs EOP Emergency Support Function Annex 4.

- c. **ESF 5: Emergency Management** – Department of Public Safety (Emergency Preparedness)

ESF 5 serves as the support ESF for all participating departments across the spectrum of campus incident management from mitigation to response and recovery. ESF 5 facilitates the information flow in the pre-incident prevention phase in order to place assets on alert or to preposition assets for quick response. During the post incident response phase, ESF 5 transitions and is responsible for support and planning functions.

- d. **ESF 6: Mass Care and Sheltering** – Office of Residence Life & Housing, Dining and Food Services, Recreation Center, and University Center

Mass care involves the coordination of non-medical services to include the sheltering of victims and/or temporary relocation of campus residents, organizing feeding operations, collecting and providing information on victims or residents to family members, and coordinating bulk distribution of emergency relief items.

- e. **ESF 7: Resource Management** – Resource Management Division

ESF 7 provides resource support to the incident and recovery. Resource support consists of facility space, office equipment, office supplies, contracting services, transportation services (in coordination with ESF1 – Transportation), and personnel required to support immediate response activities. ESF 7 provides support for requirements not specifically identified in other ESFs, including excess and surplus property.

- f. **ESF 8/8a: Public Health and Mental Health** – Wellness Center – Health Services and Counseling Services

- i. ESF 8 provides supplemental assistance in identifying and meeting the public health and medical needs of victims of an incident. This support is categorized in the following core functional areas: assessment of public health and medical needs (including behavioral health), public health surveillance, medical care personnel, and medical equipment and supplies.
- ii. ESF 8a provides crisis counseling and mental health services to individuals and groups impacted by the incident. Substance abuse counselors may be mobilized to provide a source of education and outreach regarding unhealthy coping mechanisms

that may include alcohol or drug use as a response to stress. Crisis counseling is a time-limited program designed to assist victims and survivors of a disaster in returning to their pre-disaster level of functioning.

g. **ESF 9: Urban Search and Rescue** – Not supported by a campus department. Refer to the City of Colorado Springs EOP Emergency Support Function Annex 9.

h. **ESF 10: Hazardous Materials** – Department of Public Safety (Environmental Health & Safety)

ESF 10 provides for a coordinated response to actual or potential hazardous materials incidents. ESF 10 includes the appropriate response and recovery actions to prepare for, prevent, minimize, or mitigate a threat to public health, welfare, or the environment caused by actual or potential hazardous materials incidents. Hazardous materials addressed under the UCCS EOP include chemical, biological, and radiological substances, whether accidentally or intentionally released. These include certain chemical, biological, and radiological substances considered to be weapons of mass destruction.

i. **ESF 11: Food and Water Supplies** – Dining and Food Services, Facilities Services Department (Physical Plant)

ESF 11 covers the delivery, distribution, and use of perishable and non-perishable foodstuffs and potable water for campus use under routine operations as well as in emergencies or events which disrupt the supply of these resources. Additionally, this annex covers food storage and preparation requirements for the campus.

j. **ESF 12: Energy** – Facilities Services Department (Physical Plant)

ESF 12 collects, evaluates, and shares information on energy system damage and estimations on the impact of energy system outages within affected areas. The term “energy” refers to the receipt, storage, transmission, and end use of electrical, natural gas, and other critical utilities supplied to the campus.

k. **ESF 13: Public Safety and Security** – Department of Public Safety (Police Operations)

i. ESF13 provides a mechanism for coordinating and providing support to campus and local authorities to include non-investigative/non-criminal law enforcement, public safety, and security capabilities and resources during potential or actual significant incidents.

ii. ESF 13 capabilities support incident management requirements including force and critical infrastructure protection, security planning and technical assistance, technology support, and public safety in both pre-incident and post-incident situations.

1. **ESF 14: Recovery and Business Continuity** – Department of Public Safety (Emergency Preparedness), Information Technology Department, and University Risk Management

- i. ESF 14 provides the framework for the campus to coordinate the multi-agency, multi-jurisdictional response to an incident affecting most or all of the campus and surrounding community. The procedures and concepts in this annex apply following a disaster that affects the long-term recovery of the campus. Based on an assessment of incident impacts, support may vary depending on the magnitude and type of incident and the potential for long-term and severe consequences.
- ii. ESF 14 will most likely be activated for large-scale or catastrophic incidents that require significant local, State, and/or Federal assistance (including private sector charitable entities as well as contracted partners) to address significant long-term impacts in the affected areas (e.g., impacts on the business and academic viability of the campus, physical infrastructure, and other innate services provided by UCCS).

m. **ESF 15: External Affairs** – University Communications and Media Relations (University C&MR in chart below)

- i. ESF 15 coordinates actions necessary to provide the required external affairs support to campus incident management elements. This annex details the establishment of support positions to coordinate communications to various audiences. ESF 15 applies to all campus departments that may require public affairs support during an incident.
- ii. Incident communications actions contained in the EOP are consistent with the template established in the NIMS.

ESF Coordinating Departments													
ESF	1	2	3	5	6	7	8	10	11	12	13	14	15
	Transportation	Communications	Public Works	Emergency Management	Mass Care & Sheltering	Resource Management	Public & Mental Health	Hazardous Materials	Food & Water Supplies	Energy	Public Safety	Recovery & Business Continuity	External Affairs
Public Safety		X		X	X			X			X	X	
Information Technology		X										X	
Facilities Services			X						X	X			
Recreation Center					X								
Residence Life & Housing					X								
Dining & Food Services					X				X				
University Center					X								
Resource Management						X							
Wellness Center – Health Services							X						
Wellness Center – Counseling Services							X						
University Risk Management												X	

University C&MR		X											X
Parking & Transportation	X												

5. Incident Annexes

- a. The Incident Annexes describe the situations, concepts of operations, and responsibilities pertinent to specific incidents identified as having the highest probability of occurrence on or around the UCCS campus. These annexes form the “pre-plans” that can be used for immediate reference by responders and the campus community in the event of an incident occurrence.
- b. There are eight Incident Annexes as part of the UCCS EOP. The responsibilities given to Coordinating Departments and Supporting Departments are the same as those for the ESF Annexes. The following list and table identify the specific Incident Annexes and the Coordinating Department(s) for each.
 - i. **Catastrophic Disaster:** Public Safety (Emergency Preparedness) and University Risk Management – A major disaster affecting the entire campus and/or surrounding community.
 - ii. **Cyber or Technology Emergency:** Information Technology Department – A widespread compromise or failure of computing or telecommunications resources.
 - iii. **Hazardous Materials Release:** Public Safety (Environmental Health & Safety) – An accidental or intentional release of hazardous materials on the campus.
 - iv. **Severe Weather-Related Emergencies:** Public Safety (Emergency Preparedness), University Risk Management, and Facilities Services (Physical Plant) – Response to the onset of severe weather and aftermath.
 - v. **Wildfire:** Public Safety (Environmental Health & Safety) and Facilities Services (Physical Plant) – Mitigation and response to a wildfire.
 - vi. **Campus Evacuation:** Public Safety (Emergency Preparedness, Police Operations) – Campus evacuation procedures and sheltering locations.
 - vii. **Violent Crime or Terrorist Acts:** Public Safety (Police Operations) – Response to a significant violent criminal or terrorist act. This annex is designated as a restricted access document.

Incident Annex Coordinating Departments							
Incident Annex	1	2	3	4	5	6	7
	Catastrophic Disaster	Cyber or Technology Emergency	Hazardous Materials Release	Severe Weather-Related Emergencies	Wildfire	Campus Evacuation	Violent Crime or Terrorist Acts
Public Safety	X		X	X	X	X	X
University Risk Management	X			X			
Information Technology		X					
Facilities Services				X	X		

6. Supporting Documents

Supporting Documents are plans or programs based on or directly affecting campus emergency operations, but are separate from the UCCS EOP. The following documents are maintained and implemented separately from this Plan, but consider the Plan in their implementation and vice versa.

- a. Pandemic Emergency Plan
- b. Business Continuity Program
- c. Emergency Operations Center Activation Manual
- d. Succession of Authority Plan (Restricted Access Document)

IX. Continuity of Operations and Business Continuity

A. General

1. Significant incidents can disrupt, paralyze, or destroy the ability of the campus to carry out its academic, routine business, research, and community outreach functions. Therefore, it is important that each college and department build the capability to preserve, maintain, and reconstitute its ability to function under the threat or actual occurrence of a major or catastrophic disaster that could disrupt operations and services.
2. Effective and responsive emergency operations are inseparable from the concepts of Continuity of Operations and Business Continuity Planning. Continuity of Operations entails the ability to continue to operate under unusual or adverse conditions, including operating at reduced capacity or ability. Business Continuity is the ability to restart operations following a significant incident severely affecting the routine business of part or all of the campus. The Department of Public Safety (Emergency Preparedness) is responsible for coordinating Business Continuity Planning on the campus; however, it is up to each unit to create and maintain a viable plan.

B. Preservation of Essential Records

1. Protection of essential academic and business records is vital to the campus if it is to resume functioning and maintain documentation responsibilities following a major disaster or emergency. Each unit is responsible for protecting or coordinating the safe maintenance of records and documents. Essential records and documents which require safeguarding fall into three general types:
 - a. Records that reflect the academic and financial dealings with individuals, businesses, and government entities, such as academic records, financial transactions, financial aid, grants and endowments, etc.;
 - b. Records required for essential emergency operations, such as plans, maps, resource inventories, memorandums of understanding, agreements, and list and contact information for personnel; and
 - c. Records required to re-establish normal campus functions, such as lists of computer records requiring retrieval, computers, servers, and other Information Technology equipment, lists of critical due dates, deadlines, and recurring events, etc.
2. The selection of the records to be preserved rests with the official rendering the service involved or with the custodian of those records. These decisions should be made in concert with the departments' overall plan for determination of value, protection, and disposal of records. The records should be housed in the safest possible location.

X. Administration, Finance, and Training

A. Administration

During an emergency or disaster, the campus Executive Leadership shall determine what normal administrative procedures will be suspended, relaxed, or made optional in order to prevent unnecessary impediment of emergency operations and recovery activities. Such action should be carefully considered and the consequences should be projected realistically. Any campus departure from the usual methods of doing business should be stated in writing with the specific procedures to be modified, the effective date, and an expected date for return to normal operations, if known.

B. Finance

1. A major disaster or emergency may require the expenditure of large sums of University funds. Financial operations may be carried out under compressed schedules and intense pressures, which will require expeditious actions that still meet sound financial management and accountability requirements.
2. Financial support for emergency operations shall be from funds regularly appropriated to departments. If the demands exceed available funds, the campus Executive Leadership may make additional funds available from emergency reserves. If funds are insufficient, the campus Executive Leadership may grant authorization to transfer and expend moneys appropriated for other purposes under a declared campus emergency or disaster.

3. Each department is responsible for coordinating with the Resource Management Division in expending funds, maintaining appropriate documentation to support requests for reimbursement, submitting bills, and closing out assignments in a timely manner.
4. The campus is responsible for documenting all emergency or disaster related expenditures using generally accepted accounting procedures. All expenditure and procurement transactions must follow Federal Emergency Management Agency (FEMA) guidelines. Each department must exercise proper oversight throughout the course of the incident to maintain logs, records, receipts, invoices, purchase orders, rental agreements, and all other applicable documentation. Proper documentation is necessary to support claims, purchases, reimbursements, and disbursements. Recordkeeping is necessary to facilitate closeouts and support post-recovery audits, which can be a lengthy process.

C. Training

1. EOC staff training should be conducted on a continuing basis. Orientations and exercises are methods for accomplishing this task.
2. During increased readiness conditions, accelerated or refresher training for emergency operations staff and responders may be conducted.

XI. Plan Development and Maintenance

- A. The 2016 UCCS EOP supersedes all previous versions of this Plan and upon signing is effective immediately for planning, training and exercising, and preparedness and response operations.
- B. All plans, annexes, supporting documents, policies, and procedures to support the needs of the campus before, during, and after an emergency or disaster incident shall be based on potential hazards to the campus. Plans, annexes, and supporting documents will detail who (by title), what, where, when, and how emergency tasks and responsibilities will be conducted.
- C. The UCCS EOP, its annexes, and supporting documents will be maintained and kept current by all parties. The Department of Public Safety (Emergency Preparedness) is responsible for maintaining and updating the Plan on the following three-year cycle following adoption and implementation of the Plan:
 - Year 1** – Review of ESF Annexes;
 - Year 2** – Review of Incident Annexes and Supporting Documents; and
 - Year 3** – Review and re-adoption of the Basic Plan.
- D. The UCCS EOP should be tested through scheduled exercises. Tabletop exercises, functional exercises, and drills should be considered when full-scale exercises are not practical.
- E. The Department of Public Safety (Emergency Preparedness) will review and revise procedures following critiques of actual emergency or disaster operations where

deficiencies were noted. Recommendations for changes, revisions, or updates to the Plan should be submitted to the Department of Public Safety for consideration.

- F. Changes, revisions, and updates will be announced to stakeholders of the Plan upon implementation.

XII. Emergency Operations Plan Implementation

- A. This Plan is considered to be in effect upon official signing. This plan will be in effect for mitigation, preparedness, response, and recovery activities when emergencies or disasters occur or are imminent.
- B. Each department will train staff members on their responsibility under the Plan and ensure they understand how they fit into the overall management of an emergency situation.