



University of Colorado
Colorado Springs



Emergency Operations Plan

DEPARTMENT OF PUBLIC SAFETY,
DIVISION OF EMERGENCY & SAFETY SERVICES,
OFFICE OF EMERGENCY MANAGEMENT

JUNE 2023

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Chancellor's Acknowledgment

As the Chancellor of the University of Colorado Colorado Springs, it is my responsibility and the obligation of our university to ensure that the mission of protecting the health, safety, and welfare of our UCCS community, staff, faculty, students, and visitors is at the forefront of our vision each and every day.

This mission is embraced through a commitment by all university departments, teams, and offices to invest the necessary resources that ensure the effective management and coordination of all activities to prevent, mitigate, prepare for, respond to, and recover from all-hazard emergency or disaster incidents that may impact UCCS.

Our commitment to this investment ensures the delivery of services that provide the foundation for effective results in reducing the loss of lives, minimizing human suffering and enhancing the protection of our population, property, and environment.

The purpose of the University of Colorado Colorado Springs Emergency Operations Plan (EOP) is to provide a comprehensive response from the whole UCCS community when an emergency or disaster incident occurs.

The UCCS EOP guides the implementation of the Incident Command System (ICS), administration and strategic planning necessary to ensure effective and efficient all-hazard emergency response and recovery. The EOP sets forth the necessary requirements that will promote effective resource management; training; exercise; communications and public information dissemination that will result in meeting our commitment and obligation to protect the health, safety, property, and environment of UCCS. The EOP is designed to minimize the disruption of the university through establishing a system of collaboration by all UCCS departments, offices, and teams during times of crisis. In order to meet this goal, it is imperative that the whole UCCS community educate, prepare, and train themselves to execute their required roles and responsibilities in accordance with this EOP.

Signatures

Chancellor

X

Dr. Jennifer Sobanet
Chancellor

Vice Chancellor Administration & Finance

X

Kathy Kaoudis
Vice Chancellor Administration & Finance

Executive Director of Public Safety & Chief of Police

X

Dewayne McCarver
Executive Director of Public Safety & Chief o...

Director of Emergency Management

X

Arthur J. Simental
Director of Emergency Management

Legal

X

Senior Council

SECTION 1: INTRODUCTION AND RISK ASSESSMENT



CONTACTS

Contact the UCCS Department of Public Safety, Division of Emergency and Safety Services (DESS), Office of Emergency Management if you have questions regarding this document.

PLAN DEVELOPMENT

This plan was developed to incorporate the best practices, emergency management accreditation standards and models to realign UCCS Emergency Operations Planning (EOP) with guidelines established by the emergency management community and overarching national authorities and doctrine from the National Response Framework (NRF), the Department of Homeland Security (DHS), and the Federal Emergency Management Agency (FEMA), including Community Preparedness Guide 101 v3 (CPG 101). At the conclusion of this process, this document went to the University Chancellor and university legal counsel for their review and adoption.

RECORD OF PLAN MAINTENANCE AND REVISION

All changes are to be annotated on the revised UCCS EOP. Should the change be significant in nature, updates will be made to applicable web pages and other supporting plans. If not, changes will be reviewed by the UCCS OEM, by appropriate partners, and incorporated into the UCCS OEM EOP during the next scheduled update.

PROMULGATION

The UCCS Chancellor, by resolution **on June 15, 2023**, and the UCCS Department of Public Safety Executive Director and Chief of Police by review and signature **on June 14, 2023**, have approved this plan for adoption.

ADOPTION

Emergency Management supports the University's core mission of teaching, research, and service by providing the comprehensive management of all-hazards, threats, and risks, for the University community. It is our responsibility to reasonably protect life, property, and the environment from the effects of emergencies and disaster incidents on the campus, including preparation for special events. We are also responsible for coordinating emergency management activities that eliminate or reduce hazardous events, and for the prevention, mitigation of, preparation for, response to, and recovery from such events.

This document provides planning and program guidance for implementing the EOP, supporting plans, guidelines, and processes, as well as supporting emergency management programs to ensure the organization can conduct its essential missions and functions under all threats and conditions.

This plan is developed in accordance with guidance found in the NRF CPG 101, and State of Colorado guidance.

IMPLEMENTATION

This Emergency Operations Plan has been approved for implementation by the UCCS Director of Emergency Management, on **May 30, 2023**

SUPERSESSON

This plan supersedes all previous UCCS emergency operations plans.

INTRODUCTION

University of Colorado Colorado Springs, Department of Public Safety, Division of Emergency & Safety Services Strategic Statements:



MISSION

To Enable the University's mission of teaching, research, and service by providing comprehensive Emergency Management, Environmental Health & Safety, and Fire & Life Safety Services.

VISION

To be a leader in university public safety services. We strive to deliver comprehensive, innovative and collaborative services to safeguard the University of Colorado Colorado Springs while protecting life, property and the environment.

PURPOSE

This Base EOP is developed for use by the UCCS Department of Public Safety, Police Operations, Administrative Operations, and the Division of Emergency & Safety Services, encompassing the Office of Emergency Management, Office of the Fire Marshal, Environmental Health & Safety, Hazardous Materials Management, including other university departments, in support of the University of Colorado Colorado Springs, as well as in support and coordination with individual agencies, the City of Colorado Springs, El Paso County, and the State of Colorado to ensure prevention, preparedness, mitigation, response and recovery for hazards that may affect the University of Colorado Colorado Springs.

This plan is used to:

1. Support UCCS OEM's program and Emergency Operations Center (EOC) activations as an all-hazards plan by defining the structure and processes utilized to prevent, mitigate, prepare for, respond to, and recover from an event.

2. Establish coordinated processes for supporting university emergency management by defining roles and responsibilities and providing guidelines to maintain and restore essential functions.

3. Identify scalable, flexible, and adaptable coordinating structures linking local, state, and federal governments, the private sector and nongovernmental and community organizations that play vital roles in emergency management.

4. Provide emergency management planning and program guidance to support the University of Colorado Colorado Springs so that the university can achieve essential missions and functions under all threats and conditions.

This plan is supported by functional annexes, plans and processes that focus on emergency and disaster missions, actions, roles, and responsibilities for UCCS OEM and other departments, agencies, and supporting organizations. In addition, supporting agencies, jurisdictions, and organizations have internal policies, procedures, and plans which further define how they operate.



SCOPE

1. This base plan is predicated upon the concept that emergency operations will begin at the local jurisdictional level or the level of government most appropriate to provide effective response.
2. UCCS OEM assistance will be provided when a significant emergency or disaster event occurs or when a routine emergency could escalate to a significant event, and when emergency or disaster needs exceed the capability of UCCS departments or when requested by the local government.
3. State assistance is supplemental to UCCS OEM and will be requested by UCCS OEM and the associated jurisdictions of El Paso County and/or the City of Colorado Springs as required. This will occur through the Pikes Peak Regional Office of Emergency Management (PPROEM), or directly from UCCS OEM as UCCS is an independent state institution.
4. Federal assistance from the appropriate federal agency may be requested through the State of Colorado, as approved by the Governor.

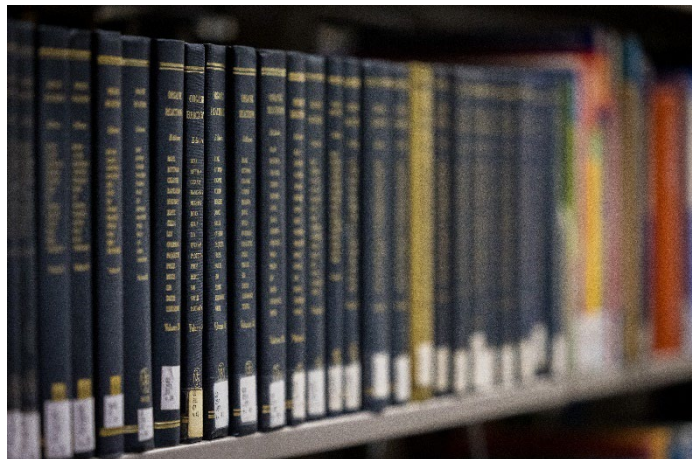
Further, this plan was designed to include the functions comparable to Emergency Support Functions [ESF] identified in the NRF and FEMA's CPG 101, within a broader functional framework. Within these functional areas, the concept of operations section identifies the interface between government and all emergency support organizations.

This plan has the following major components:

- The Promulgation section legally approves the plan.
- The Adoption section is the approval for implementation of the plan.
- The Introduction section outlines policies and general procedures that provide a common basis for preventing, protecting from, preparing for, mitigating, responding to and recovery from a natural, technological, or human caused emergency or disaster.
- The Concept of Operations section consists of emergency functions. These functional areas, which incorporate the Emergency Support Functions (ESF), facilitate the prompt and efficient application of resources and emergency management principles for an emergency or disaster situation. The Concept of Operations Section also includes organizational roles and responsibilities; and operational management: direction, resources, information, and coordination.
- The Appendices address specific hazards or areas of operations such as plans, procedures and guidelines.
- The University of Colorado Colorado Springs has fully adopted the National Incident Management System (NIMS) into their plans as the basis for the EOC and coordination with field command post operations, and partner emergency operations centers.

AUTHORITIES AND REFERENCES

- The University of Colorado Colorado Springs Emergency Operations Plan is promulgated under the authority of the Chancellor.
- The University of Colorado (Title 23, Article 20, Part 1, Colorado Revised Statutes).
- The Laws of the Regents of the University of Colorado, (Article 1, Part B, Section 1(B)).
- Regents Policy Statement: Delegation of Authority to Chancellors to Adopt or approve Campus By-Laws, Rules, Regulations and Guidelines.
- Colorado State Emergency Operations Plan.
- This EOP is aligned to be consistent with those requirements set forth in the State of Colorado Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, as amended; entitled the Colorado Disaster Emergency Act.
- This EOP is aligned with the National Response Framework (NRF) and National Incident Management System (NIMS).
- EHS 400-02: UCCS Public Safety - Police, Emergency Management, Environmental Health & Safety, and Office of the Campus Fire Marshal may implement regulations, guidelines, procedures, and rules to ensure a safe and secure campus environment.
- The Jeanne Clery Act.



Acts, statutes, resolutions, and other documents that guide UCCS OEM include:**Federal:**

- Homeland Security Presidential Directive, HSPD-5: Management of Domestic Incidents
- Presidential Policy Directive, PPD-8: National Preparedness
- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendment (as amended May 2021)
- National Prevention Framework (2nd ed.), 2016
- National Protection Framework (2nd ed.), 2016
- National Mitigation Framework (2nd ed.), 2016
- National Response Framework (NRF), (4th ed.), 2019
- National Disaster Recovery Framework, 2011 (NDRF), (2nd ed.), 2016
- National Incident Management System (NIMS), 2016, updated 2020
- Comprehensive Preparedness Guide (CPG) 101, 3.0, FEMA, September 2021 Developing and Maintaining Emergency Operations Plans
- Plain Writing Act, 2010
- Americans with Disabilities Act, 1990

State of Colorado:

- Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, as amended; entitled the Colorado Disaster Emergency Act of 1992
- Colorado State Emergency Operations Plan
- Article IV, Constitution of the State of Colorado; titled the Executive Department
- Executive Order D 011 04, National Incident Management System, June 2009

Local**El Paso County:**

- Resolution No. 19-25, January 22, 2019, establishing the Pikes Peak Regional Office of Emergency Management.
- Resolution No. 20-455, December 15, 2020; the BoCC adopted the El Paso County Multi-Jurisdictional Hazard Mitigation Plan (HMP).
- El Paso County Board of County Commissioners (BoCC) Resolution No. 14-369A and Resolution 14-369, September 23, 2014, reestablished the Board of County Commissioners as the agency responsible for the daily supervisory, administrative and budgetary authority for the Director of the Office of Emergency Management to include Hazardous Materials Response contingent upon the adoption of a transition plan by December 1, 2014.
- Resolution No. 14-446, December 4, 2014. Includes:
 - This resolution repeals Resolution No. 98-439A, repealing the designation of the El Paso County Sheriff for daily duties and operations of the El Paso County Office of Emergency Management.
- This resolution resolved the Board President as the Designated Emergency Response Authority (DERA), Colorado Revised Statutes 29-22-102, and reassuming Hazardous Materials Response by the Board of County Commissioners, delegating management of the DERA to the County OEM Haz Mat Team.
- This resolution created the El Paso County Office of Emergency Management as a division of the El Paso County Department of Public Works (DPW), a department of County Administration.

- This resolution directed the Department of Public Works Executive Director to prepare, keep current, and distribute to all appropriate officials in written form a plan promulgated by the BoCC to be known as the El Paso County Emergency Operations Plan (EOP). This resolution's intent is that any and all powers necessary to respond and coordinate county wide emergencies or disasters may be delegated to the Department of Public Works Executive Director and the El Paso County OEM Director through the County Administrator by the members of the Board.

City of Colorado Springs

CITY CODE

- **8.7.101: LEGISLATIVE DECLARATION:**
The City Council finds and declares that emergency management in times of public emergencies, disasters and threats to public safety is a vital part of local government, is a matter of local concern and protects the health, safety and welfare of the residents of, and visitors to, the City of Colorado Springs. This article is enacted under the City Council's police powers and under the City Council's legislative authority granted by Colorado Constitution article XX, section 6 and the City Charter. (Ord. 11-26)
- **8.7.201: OFFICE ESTABLISHED:**
There is hereby established an Office of Emergency Management (OEM). The OEM shall be under the direction of the Director of Emergency Management (DEM). The DEM shall have the responsibility for Citywide emergency management activities. (Ord. 11-26)
- **8.7.203: DUTIES:**
The OEM shall, subject to the direction of the mayor, be responsible for the following mitigation, preparedness, response and recovery programs and activities to include: Coordinate preparedness and management activities relating to disasters and major emergencies within the city. Manage the Emergency Operations Center to provide a coordinated response by the city to disasters and other emergencies. Develop and maintain the Colorado Springs emergency operations plan. Administer and approve City emergency management plans that supplement the mayor approved emergency operations plan. Provide City resources to other jurisdictions in times of declared emergencies or declared disasters for the prevention of loss of life, injury or property damage at the direction of the mayor pursuant to City Charter section 4-10, or as may be provided under Council approved mutual aid agreements. (Ord. 11-26; Ord. 15-17)
- **8.7.204: EMERGENCY OPERATIONS PLAN:**
The OEM shall be responsible for the review, development, and recommendation for adoption by the Mayor of the Colorado Springs emergency operations plan. The OEM shall provide the City of Colorado Springs City Council a copy of the approved emergency operations plan.

Municipalities in El Paso County

- Colorado Revised Statutes Title 24. Government State § 24-33.5-707. Local and interjurisdictional emergency management agencies and services:
- (3) The governor shall determine which municipal corporations need emergency management agencies of their own and require that they be established and maintained. The governor shall make such determination based on the municipality's disaster vulnerability and capability of response and recovery related to population size and concentration. The emergency management agency of a county shall cooperate with the emergency management agencies of municipalities situated within its borders but shall not have jurisdiction within a municipality having its own emergency management agency. The office of emergency management shall

publish and keep current a list of municipalities required to have emergency management agencies under this subsection (3).

Pikes Peak Regional Office of Emergency Management

- On January 29, 2019, El Paso County, a Colorado county and the City of Colorado Springs, a Colorado home rule city established the Pikes Peak Regional Office of Emergency Management (PPROEM). This was implemented with an intergovernmental agreement. The purpose of this agreement was to establish an inter-jurisdictional disaster agency to serve the people of the County and the City during a natural, technological, or human caused disaster or emergency event. The PPROEM Director shall report to and serve at the will of the El Paso County Administrator and the City of Colorado Springs Chief of Staff of the Mayor. PPROEM supporting staff will be responsible to the Director. Supporting staff will remain employees of their respective City and County agencies.

Community Profile

Colorado Springs & El Paso County

Colorado Springs is Olympic City USA, where a timeless culture of achievement, national pride and dedication sits comfortably alongside the awe-inspiring beauty of some of America's most beautiful mountains. Colorado's second largest city boasts a thriving community, rich in business experience, with a historic background of achievement. With short commute times, great schools



and friendly neighbors, it's no wonder Colorado Springs consistently ranks as one of the best places to live.

The City of Colorado Springs, and El Paso County include seven municipalities in the county, and unincorporated El Paso County. This combined region is bounded by the jurisdictional borders of El Paso County, Colorado, with 2,127 square miles and varies in terrain from high plains to the Rocky Mountains, culminating in 14,115-foot Pikes Peak. The population of El Paso County is 730,395 according to the 2020 census, becoming the most populated county in Colorado. The City of Colorado Springs is the second largest municipality by population in Colorado at a 2020 census of 478,961.

Significant regional facilities and organizations include the United States Olympic Training Center, The United States Air Force Academy, Fort Carson, The United States Northern Command, NORAD, Peterson Space Force Base, Schriever Space Force Base, Cheyenne Mountain Space Force Base, The United States Space Force, and multiple national non-governmental and corporate headquarters. In addition, the area is a mecca for a dynamic and diverse tourist industry drawn by the natural beauty of the region.

The region encompasses El Paso County, Colorado with 8 incorporated municipalities (Town of Calhan, City of Colorado Springs, City of Fountain, Town of Green Mtn Falls, City of Manitou Springs, Town of Monument, Town of Palmer Lake, and Town of Ramah), which includes 34 fire departments and fire districts, 10 law enforcement agencies (EPSO, CSPD, UCCS PD, PPSC PD, Fountain PD, Manitou Springs PD, Monument PD, Palmer Lake PD, Green Mountain Falls Town Marshal's Office, Calhan PD), over 200 special districts, five military installations (Fort Carson, U.S. Air Force Academy, Schriever Space Force Base, Peterson Space Force Base, and NORAD / USNORTHCOM), two public higher education institutions (University of Colorado Colorado Springs and Pikes Peak State College with three campuses), and two private colleges (Colorado College and Colorado Technical University). There are sixteen K-12 school districts and multiple charter and private schools.

University of Colorado Colorado Springs

The University of Colorado Colorado Springs has a history as rich as the views our campus overlooks. As early as the 1920s, the University of Colorado offered courses at numerous Colorado Springs locations. However, when George J. Dwire sold the 80-acre Cragmor Sanitarium to the University of Colorado for

\$1, the campus we call home now was born. From 1965 to 1972, the Colorado Springs Center operated as a division of the CU Boulder campus, however UCCS was recognized as a distinct campus in 1974, along with two Denver campuses.

UCCS IN ITS INFANCY

In 1974, the University of Colorado organized into four campuses, giving UCCS the opportunity to expand. UCCS grew over the years, and in 1996 the first on-campus student housing opened. The next year, a community referendum merged the city-owned Beth-El College of Nursing and Health Sciences with the campus. During the 2010-2011 new branding campaign, "at" was removed from the official UCCS name (University of Colorado at Colorado Springs) to become University of Colorado Colorado Springs.

UCCS TODAY AND TOMORROW

With more than 12,000 enrolled students, UCCS continues to fuel success.

The initial university programs of engineering and business still serve as pillars of the university. Those programs are joined by a broad range of degree programs offered in the liberal arts and sciences, as well as professional programs in nursing, education and public affairs, meet the needs of Colorado's second-largest metropolitan area and beyond. From its original 80 acres, UCCS has added 450 additional acres along Austin Bluffs Parkway and North Nevada Avenue. Development of the North Nevada Avenue corridor continues, with the construction of the Ent Center for the Arts and the William J. Hybl Sports Medicine and Performance Center. The University offers bachelor's degrees in 53 undergraduate programs, 24 master's degree programs and eight doctoral programs across six colleges and schools. UCCS is military friendly campus situated in the only county in the US with 5 military installations.

UCCS: AN ANCESTRAL SITE

Many millennia before us, a group of ancestral American Indians called the grounds of UCCS home, at least for a time. Remains from approximately 30 sites used by Plains Indians from about 100 A.D. to 1400 A.D. dot the campus grounds. The cultural heritage of the area is witnessed not only architecturally and in diverse ecological phenomena but also in the significant prehistoric archeological components observable throughout the campus acreage.



Threat and Hazard Identification and Risk Assessment (THIRA) – El Paso County & Colorado Springs

The hazard categories identified for the City & County 2020 Hazard Mitigation Plan (HMP) and used for the risk assessment for the region are defined in the table following. The HMP defines the hazards as distinct hazard categories with various impacts and/or variations of each category profiled (e.g., hail and lightning in severe weather).

Hazard Category	Hazard Impacts or Variations
Flood	Flood, Mud or Debris Flow, Dam/Levee Failure
Severe Weather	Hail, Drought & Extreme Heat, Lightning, Tornado, Wind, Winter Storm
Geologic	Earthquake, Subsidence & Sinkholes, Landfall or Rockfall
Wildfire	Wildfire
Human-caused	Hazardous Materials, Extreme Acts of Violence,

These hazards are fully assessed by jurisdiction (El Paso County and the eight municipalities: Colorado Springs, Calhan, Fountain, Green Mountain Falls, Manitou Springs, Monument, Palmer Lake and Ramah) for risk; by probability and impact on the community. This assessment is from the 2020 PPROEM regional Hazard Mitigation Plan. In addressing the mitigation of these hazard risks it has detailed, assigned, and prioritized hazard mitigation actions, which fall into one or more of the following categories:

- Public Information and Education
- Preventative Measures
- Structural Projects
- Property Protection
- Emergency Services
- Natural Resources Protection

The hazard mitigation actions are tracked for status and completion by PPROEM annually and documented in a progress report.

Threat and Hazard Identification and Risk Assessment (THIRA) – UCCS
Pending Fall 2023

ASSUMPTIONS

The following assumptions apply to this plan:

- Emergency management activities are accomplished using the National Incident Management System (NIMS).
- Emergency response is best coordinated at the lowest level of government involved in the emergency.
- Local authorities maintain operational control and responsibility for emergency management activities within their jurisdiction, unless otherwise superseded by statute, delegation, or agreement.
- Mutual Aid is requested when needed and provided as available.
- Prevention and Mitigation activities conducted prior to the occurrence of a disaster are designed to result in a potential reduction in loss of life, injuries, and damage.
- Supporting plans and procedures are updated and maintained by responsible parties.

Whole Community Approach

The whole community concept is a process by which residents, emergency management representatives, organizational and community leaders, and government officials can understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their resources, capacities, and interests. Engaging in whole community emergency management planning builds a more effective path to community resilience.

In keeping with the whole community approach, this plan was developed with the intent to support the needs of all UCCS stakeholders and populations including law enforcement, fire services, emergency management, access and functional needs communities, business and industry, and various other public and private stakeholders, to include people with access and functional needs, the underserved, minority, and second language stakeholders to name a few. This plan strives to be all-inclusive of the UCCS community. The effectiveness of emergency response is largely predicated on the preparedness and resiliency of the entire community.

Community resiliency efforts are focused on 3 key elements:

1. The ability of first responder agencies to divert from their day-to-day operations to the disaster effectively and efficiently.
2. The strength and inclusivity of the emergency management system and organizations within the region, to include the Emergency Coordination Center (EOC), mass notification systems, emergency public information systems, etc.
3. All-hazards and threats preparedness of the University of Colorado Colorado Springs.
Focusing on enhancing all three of these components constantly focuses the UCCS OEM on improving the University's resiliency.

Inclusive Emergency Management Practices

UCCS OEM is committed to achieving and fostering a whole community emergency management system that is fully inclusive of individuals with disabilities and others with access and functional needs. Through the integration of community-based organizations, service providers, government programs, individuals with disabilities, and others with access and functional needs into the planning process, meaningful

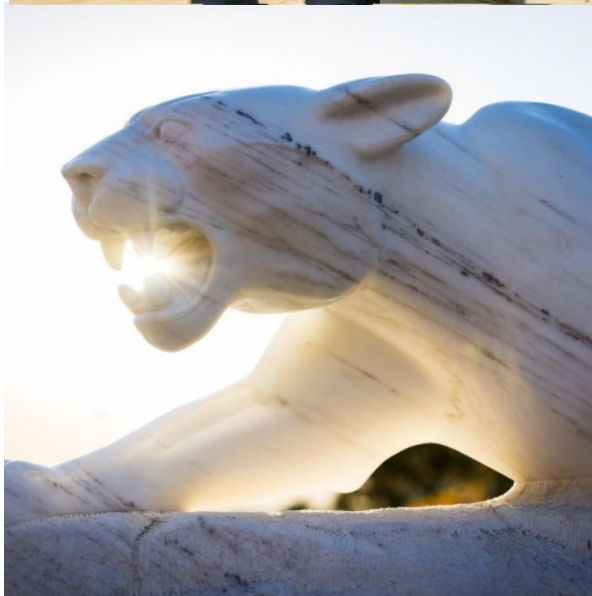
partnerships have been developed and leveraged that enable the campus to create, support, and sustain an inclusive emergency management system.

On the campus, all programs, services, and activities provided to the campus community in planning for disasters, and during times of emergency, to the maximum extent feasible, will be inclusive of individuals with disabilities and others with access and functional needs. The following are key focus areas for inclusive coordination and support:

- Accessible transportation
- Assistance animal accommodations
- Assistive equipment and services
- Accessible public messaging
- Evacuation assistance
- Restoration of essential services
- Language translation and interpretation services
- Emergency Management Sites ADA compliance

In addition to observing inclusive planning practices, UCCS is cognizant of Federal and State laws that prohibit discrimination in emergency management programs based on legally protected status and/or disability and govern the service to individuals with disabilities and others with access and functional needs during emergency planning and response efforts, which includes the Americans with Disabilities Act of 1990.

Section 2: Concept of Operations



UCCS OEM ORGANIZATIONAL ROLES AND RESPONSIBILITIES

UCCS OEM provides support and coordination for the whole community involved in disaster prevention, preparedness, mitigation, response, and recovery actions to develop a more resilient community. UCCS OEM has defined this in three broad functional areas:

Information Sharing & Intelligence, Public Alert & Warning, Education, Outreach & Engagement

- Develop emergency preparedness education, training, community outreach and engagement activities for UCCS.
- Coordinate and collaborate with communications partners for public messaging, emergency notifications, alerts, and warnings.
- In the activated Emergency Operations Center (EOC): provide for event situation status, planning, and documentation.
- Provide seasonal and year-round emergency and disaster preparedness information through public education, training, and outreach.
- Coordinate with the jurisdictional Geographic Information Systems (GIS) staff for developing graphical situational awareness.

Resources, Partnerships, & Community Support

- Establish effective partnerships with external partners in the homeland security & emergency management community.
- Give assistance that supports the development of disaster effectiveness for municipal, first responder, special district, utility, military, citizen group, non-governmental agencies, schools, higher education, departments, and organizations. Examples include: Local Emergency Planning Committee (LEPC) represented from the multiple government organizations and the business community as required by SARA Title III Federal Regulations.
- Provide Emergency Management support and partnership with the greater Colorado emergency management community and partners engaged in homeland security and emergency management.
- Staffing and facilities support to the community for training, exercises, and meetings.
- Community Emergency Response Team (CERT) of volunteers to provide staffing for emergency events, training, and exercises.
- In an activated EOC: accept requests, fill needs, fund costs, track progress, document, and monitor.

Coordination & Operational Support

- Develop professional relationships with the whole community of partners: agency leadership, technical experts, political leadership, citizens, community groups, and the practical people in the background who make everything work.
- Develop unified plans, processes and procedures that incorporate stakeholder input and participation.
- In the activated EOC: employ emergency services, human services, and critical infrastructure expertise to inform EOC coordination, enhance EOC communication, and improve EOC collaboration with first responders, mass care providers, and critical lifeline operators.

Emergency Organization and Operations

Emergency Management Authorities and Responsibilities

In accordance with the National Response Framework, UCCS has adopted the National Incident Management System (NIMS) and the Incident Command System (ICS) as an approach for effectively managing emergency operations. These systems provide a rational model to prioritize and manage emergency operations allowing disaster response protocols to remain flexible.

There are five critical mission areas for emergency preparedness: prevention, protection, response, recovery, and mitigation. These mission areas are the general responsibilities of all stakeholders working together. Emergency operations, a byproduct of preparedness activities, are initiated in rapid response to an emergent situation.

UCCS as a public higher education institution part of the State of Colorado is responsible for organizing, training, and equipping local emergency responders and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and for contracting emergency services.

Local government is responsible for organizing, training, and equipping local emergency responders and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and for contracting emergency services.

The State and Federal governments offer programs to assist with portions of these responsibilities. El Paso County and the City of Colorado Springs have organized an emergency management program that is integrated (employs governmental resources, non-governmental organizations, organized volunteer groups, and businesses) and comprehensive (addresses prevention, protection, response, recovery, and mitigation) to achieve public safety objectives.

Departments/agencies/organizations included in this plan are expected to develop and keep current standard operating procedures, plans, or orders that describe how emergency response operations are performed. These supporting documents may be employed to assist the EOC in its support and coordination role.

The Plan is based on the concept of emergency functions that must be performed by many departments or agencies operating in parallel to many of their normal day-to-day functions. As much as possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations.

EMERGENCY MANAGEMENT DEFINED

Emergency Management employs a comprehensive approach to all-hazards planning and focuses on a collaborative effort with a wide range of partners, a “whole community” approach. This shared responsibility becomes a collection of disciplines that together seek to build a more prepared and disaster resilient community.

To support this, UCCS OEM performs a support and coordination role.

"Homeland Security & Emergency Management at its core is about building partnerships, programs, and coordinating activities to safeguard communities. Much of my efforts will be to coordinate community preparedness efforts, building partnerships, training, education, and exercises. We will build and create programs, policies, plans, and develop capabilities to address the wide range of threats and hazards for UCCS be it terrorism to disasters, and even civil defense should the nation come to be in a state of war. Emergency Management has no bounds, my primary role is to bring all the partners and stakeholders together to develop solutions to overcome these challenges." - Arthur J. Simental, M.S., CEM

UCCS Director of Emergency Management

In rare cases or incidents, the Division of Emergency & Safety Services which encompasses the Office of Emergency Management, Office of the Fire Marshal, and Environmental Health and Safety Section may perform the Command and Control role for specialized incidents such as those involving Fire, Hazardous Materials, or other special hazards when the lead role and expertise falls to the Division.

The five mission areas of emergency management included in this plan are prevention, protection, response, recovery, and mitigation. Additionally, Readiness and Resilience are also included.

- **Prevention** focuses on creating effective plans, training, and exercises to prepare organizations, through proactive planning. The risk of loss of life and injury can be limited through good evacuation plans, environmental planning, and design standards. Further prevention includes activities such as target hardening and programs to prevent threats or hazards.
- **Protection** is the way that the whole community safeguards against acts of terrorism, natural disasters, and other threats or hazards.
- **Response** is the management of resources including personnel, equipment, and supplies and utilize the Incident Command System in an all-hazards approach. The **response phase is a reaction to the occurrence of a significant emergency or catastrophic disaster.** The role of emergency management in response is to support response agencies, and to coordinate resources for that support.
- **Recovery** activities continue beyond the emergency period and focus on restoring critical functions to stabilize operations and increase capacity to continue to serve their community after a disaster. The goal of the recovery phase is to bring the affected area back to some degree of normalcy as soon as possible.

- **Mitigation** is the effort to reduce loss of life and property by developing structural and non-structural measures that will mitigate the effects of a disaster.
- **Preparedness** crosses over into the five mission areas of emergency management. It is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. These elements are the cornerstones of preparedness and focus on readiness to respond to all-hazards incidents and emergencies. Preparedness also includes comprehensive outreach to build resident, business, and community emergency and disaster resiliency and self-sufficiency.
- **Readiness** is the operational state in which we are prepared to adapt to emergencies and disasters in the response phase. It is a subset of preparedness and benchmark for being ready to adapt and respond to incidents. Readiness is the outcome of Prevention, Mitigation, and Preparedness leading up to a response.
- **Resilience** is the ultimate end state we seek to develop through emergency management activities and programs. Resilience is the ability to respond to and recover from an incident in a quick and timely manner.

INCIDENT MANAGEMENT DEFINED

The National Response Framework (NRF) and National Incident Management System (NIMS) guides all levels of government, nongovernmental organizations (NGO), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from incidents.

Across the whole community NIMS provides stakeholders with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS defines operational systems, including the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination Groups (MAC Groups) that guide how personnel work together during incidents. NIMS applies to all incidents, from traffic accidents to major disasters. NIMS provides a common framework to integrate these diverse capabilities and achieve common goals.

Elements of NIMS include:

1. Modular Organization

- ICS and EOC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment.
- Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the Incident Commander (or Unified Command) and EOC Director.
- Responsibility for functions that subordinates perform defaults to the next higher supervisory position until the supervisor delegates those responsibilities.
- As incident complexity increases, organizations expand as the Incident Commander, Unified Command, EOC Director, and subordinate supervisors delegate additional functional responsibilities.

2. Unified Command

- When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established.
- A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident.
- The Unified Command manages the incident by jointly approved objectives.

3. Span of Control

The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident.

4. Common Terminology

- NIMS establishes common terminology that allows diverse incident management and support organizations to work together across a wide variety of functions and hazard scenarios.
- Terminology for incident organizational elements is standard and consistent.
- Action Planning Process

- Incident Action Plan (IAP) development is the responsibility of Incident Command. The UCCS OEM, as requested, will assist with the development of the Incident Command IAP. A discipline Subject Matter Expert (SME) reporting directly to the Incident Commander should lead in any IAP development collaboration.
- The EOC will develop a Situation Report (SitRep) that incorporates the needs of Incident Command (IC) and incorporate the appropriate components of the IC's IAP.

Comprehensive Resource Management

- Resources include personnel, equipment, teams, supplies, and facilities available or potentially available for assignment or allocation.
- Maintaining an accurate and up-to-date inventory of resources is an essential component of incident management.
- Integrated Communications
- Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing.

Integrated Communications

- Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing.
- Planning, both in advance of and during an incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications.

Incident Facilities

- Depending on the incident size and complexity, the Incident Commander, Unified Command, and/or EOC Director establish support facilities for a variety of purposes and direct their identification and location based on the incident.
- Typical facilities include the Incident Command Post (ICP), incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.
- Pre-designated facilities for incident management include fire stations, police stations, and local government buildings.
- Depending on the size and complexity of the incident, the ICP may be near the EOC.
- ADA facility requirements will be adhered to for the UCCS OEM EOC.

Incident Management Team

1. An Incident Management Team (IMT) provides on-scene incident management support during incidents or events that exceed a jurisdiction's or agency's capability or capacity.
2. The IMT must be empowered through a delegation of authority to function as the authorized agent of the University of Colorado Colorado Springs Chancellor and Board of Regents; as allowed through county, state, federal, and agency cooperative agreements.
3. Teams include members of local, state, tribal, and territorial entities; Nongovernmental Organizations (NGO); and private sector organizations.

4. Teams typically encompass various agencies and jurisdictions.

5. Overall functions include:

- Deploys to manage emergency responses, incidents, or planned events requiring a higher capability or capacity level than the requesting jurisdiction or organization can provide.
- Assists with incident management activities during all-hazards events, including natural and human-caused events, as well as planned events.
- Assumes management of the incident for the requesting jurisdiction or agency or supports a local Incident Commander (IC) or Unified Command and its IMT in managing an incident or event.
- Directs tactical resources that the Authority Having Jurisdiction (AHJ) and other supporting organizations provide.
- Coordinates with Emergency Coordination Center (EOC) personnel regarding incident management objectives and support.
- Typically supports incident management activities of a corresponding incident complexity; for example, a Type 2 IMT typically supports a Type 2 incident.

Area Command

1. An Area Command is established to oversee multiple concurrent incidents or a complex incident that requires the establishment of multiple ICS organizations.

2. An Area Command is activated to address competition for resources among multiple ICPs based on the complexity of the incident and incident management span-of-control considerations.

3. Due to the scope of incidents involving Area Commands and the likelihood of cross-jurisdictional operations, Area Commands are frequently established as Unified Area Commands, working under the same principles as a Unified Command.

4. Responsibilities of an Area Command include:

- Developing broad objectives for the affected area.
- Coordinating development of incident objectives and strategies for each incident.
- Allocating or reallocating resources as priorities change.
- Ensuring that Incident Commanders and/or Unified Commands effectively manage incidents.
- Ensuring effective communications and data coordination.
- Ensuring that incident objectives are met and do not conflict with each other or with agency policies.
- Identifying needs for scarce resources and reporting the needs to Agency Administrators directly or through a MAC Group or an EOC.
- For incidents that have a recovery dimension, ensuring that short-term recovery is coordinated with the ECC staff to assist in the transition to long-term recovery operations.
- Area Command is particularly relevant to situations with several ICPs requesting similar scarce resources. Incidents of different types or without similar resource needs are usually handled as separate incidents.

Incident Management Interface

For major emergencies and disasters, the EOC will be activated. **It is essential**, in an activation, to establish a division of responsibilities between the Incident Command Post and the EOC for the specific emergency operation.

The Incident Commander is the designated emergency response jurisdictional authority person assigned to command the incident; most often a fire officer or a police officer, but not always, depending on the hazard. The Incident Command Post is generally near the incident unless the incident is regional. Responsibilities are outlined below:

The Incident Commander (IC) is generally responsible for field operations to include:

- Directing and controlling the on-scene response to the emergency and managing the committed resources.
- Isolating the hazard scene (may be physical, dispersed, or virtual).
- Determining and implementing protective measures (evacuation or shelter-in-place) for populations in the immediate area and emergency responders at the scene.
- Determine large-scale and long-term evacuation requirements.
- Defining evacuation message for warning the area population for the emergency and issuing instructions through dispatch, supporting agencies, and the EOC.
- Implementing traffic control arrangements in and around the incident scene.
- Coordinate traffic control for large-scale and long-term evacuations.
- Requesting additional resources, support, and coordination from the EOC.

The EOC is generally responsible to:

- Provide resource support for Incident Command operations during the emergency.
- Coordinate departments and organizations that provide resource support.
- Coordinate targeted and community-wide warning, notifications and messages.
- Coordinate instructions and provide information to the public through dispatch, public information offices, and the Joint Information System.
- Support Incident Command for smaller targeted, short-term, large-scale, and long-term evacuations, with requested resources, messaging, and coordination.
- Organize and implement shelter and mass care arrangements for evacuees and their animals.
- Request assistance from Local, Regional, State and other external sources.

Incident Typing

Utilizing a numbering system, NIMS/ICS establishes a scale to categorize the size, magnitude, and overall complexity of an incident. On a scale of 1 through 5, with 1 being the most complex, the Office of Emergency Management will utilize these levels when assessing EOC activation, staffing needs, and EOC goals and objectives.

Type 1

- This type of incident is the most complex, requiring national resources to manage safely and effectively, and is expected to go into multiple operational periods.
- This incident requires assistance from multi-jurisdictional, regional, state and/or national resources to effectively manage the operations.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- This incident will be a declared emergency or disaster.
- The incident commander may have briefings and ensure the complexity analysis and delegations of authority are updated.
- All command and general staff positions are activated.
- An IAP from Incident Command is required for each operational period.
- A SitRep for the EOC coordinated with the IAP is required for each operational period.
- ICS Branches are established.
- OEM activates and fully staffs the EOC.
- The State EOC is activated.
- A JIC is established.

Type 2

- This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods.
- This incident may be a declared emergency or disaster.
- This incident may require assistance from multi-jurisdictional, regional, state and/or national resources to effectively manage the operations.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- Most or all the command and general staff positions are filled.
- The agency administrator may have briefings and ensure the complexity analysis and delegations of authority are updated.
- An IAP from Incident Command is required for each operational period.
- A SitRep for the EOC coordinated with the IAP is required for each operational period.
- Many of the functional units are staffed.
- The EOC will be activated with appropriate staffing.
- The State EOC may be activated.
- A JIC is established.

Type 3

- Capability requirements exceed initial attack and multiple agencies become involved.

- ICS positions will be added to match the complexity of the incident. Some or all 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, until containment or control is achieved, or as an expanding incident until the transition to a Type II or Type I incident with another incident management team.
- The incident may extend into multiple operational periods.
- Mutual aid or state assistance may be required.
- The incident commander may have briefings and ensure the complexity analysis and delegations of authority are updated.
- An IAP from Incident Command is required for each operational period.
- A SitRep for the EOC coordinated with the IAP is required for each operational period.
- The EOC may be activated with appropriate staffing.
- A JIC may be established.

Type 4

- Command and general staff functions are activated, only if needed.
- Several resources are required to mitigate the incident.
- The EOC may be activated with appropriate staffing.
- The incident is usually limited to one operational period in the control phase.
- An IAP is not required for Incident Command, but a documented operational briefing will be completed for all incoming resources.
- A SitRep is not required for the EOC, but a documented briefing will be completed for all incoming resources.
- The incident commander may have briefings and ensure the complexity analysis and delegations of authority are updated.
- The role of the incident commander includes operational plans containing objectives and priorities.

Type 5

- 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) generally are not activated.
- The EOC is not activated generally.
- An IAP or an ISP are not required.
- The incident can be contained within the first operational period, often within a few hours after resources arrive on scene.

Section 3: Roles and Responsibilities



EMERGENCY MANAGEMENT ORGANIZATION

General

- Most UCCS departments, supporting offices, and organizations have emergency functions in addition to their normal, day-to-day duties.
- The emergency functions complement normal functions. Each UCCS department, support office, and organization is responsible for developing and maintaining its own emergency management procedures.
- The individual responsible for an emergency function is normally responsible for coordinating preparation and maintenance of the portion of their emergency plan addressing that function.

The UCCS departments included in this Plan will:

- Understand their department's emergency responsibilities identified in the EOP, its supporting annexes, and plans.
- Develop and maintain internal policies, procedures, agreements, and staffing patterns needed to meet their roles and responsibilities identified in the EOP, its supporting annexes, and plans.
- Develop and implement continuity of operations plans (COOP) to ensure that essential University services provided to the campus community are maintained.
- Consider access and functional needs (AFN) issues so that emergency response and recovery actions support the needs of people with access and functional needs.
- Provide a representative to the EOC to support their assigned ESF.
- Keep the Policy Group and EOC updated with key information relating to the response and recovery of the emergency or disaster situation.
- Provide subject matter expertise that is part of emergency public information in conjunction with the lead Public Information Officer and the EOC.
- Provide personnel to attend EOC Team meetings, trainings, and exercises, as appropriate.
- Collaborate with UCCS OEM to provide departmental and discipline expertise for whole campus emergency planning.
- Maintain records for all disaster/emergency-related expenses, for tracking and disaster cost recovery in conjunction with UCCS polices and in collaboration with the Finance and Budget Offices.

The structure of the emergency organization is based on the following principles:

- Compatibility with the structure of University's normal organization's.
- Clear lines of authority and channels of communication.
- Simplified functional structure.
- Incorporation with the emergency organization of all available personnel resources having disaster capabilities.
- Formation of special purpose units to perform those activities peculiar to major emergencies. A major emergency can change the working relationships between the university, university departments, and government agencies. For example:

- Consolidation of several departments under a single leader, even though such departments normally work independently.
- To perform functions not normally required.
- Personnel assigned to such units may be detached from their regular employment when the units are activated.
- Formation of multiple departments and units to facilitate the response to an emergency.
- Changes in the emergency organization as designed may be required for an effective response to specific incidents.

EMERGENCY MANAGEMENT PRINCIPLES

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

1. Save Lives

- Save and protect human lives.
- Treat the injured.
- Manage the deceased.
- Warn the public to avoid further casualties.
- Shelter persons-in-place from the effects of the incident.
- Evacuate people from the effects of the incident.
- Shelter and care for those evacuated.
- Save animals – livestock and domestic pets.

2. Protect Property

- Save property from harm/destruction.
- Take action to prevent further harm/loss.
- Provide security for property, especially in evacuated areas.

3. Protect the Environment

- Confine hazardous chemical releases to the smallest possible area.
- Prevent runoff from entering streams, ponds, lakes, rivers, or sewers.
- Manage and prevent water, debris, and sediment run off.
- Remediate the environment to a safe state.

4. Stabilize the Economy/Restore the Community

- Restore essential services, utilities, and infrastructure.
- Support the ability of the community to restore businesses.
- Support the needs of the campus to assist families and individuals.

Levels of Government

Principle of Local Government Control

The authority having jurisdiction maintains the authority for direction and control prior to, during, and following an emergency or disaster. This authority continues throughout all phases of emergency management or until conditions warrant a change in such authority.

The hierarchy of management is dependent upon the type of declared state of emergency. The following list outlines each management level, the tier of management, and its corresponding policies.

- **Incident Level Management**
 - A local incident management system that incorporates the functions, principles, and components of the NIMS will 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 EOP identifies the interface between the on-scene ICS and the EOC.
- **Local Level Management**
 - UCCS as a State Government Public Institution maintains independent authority and jurisdiction from the local governments in which UCCS resides, being the City of Colorado Springs and El Paso County.
 - The local governments (El Paso County and the City of Colorado Springs) within the PPROEM are responsible for the overall coordination of support for emergency operations as it impacts their jurisdiction as a whole.
 - The on-scene Incident Commander is responsible for the command and control of specific activities at the incident site or for the response mission essential functions.
 - UCCS leadership is generally responsible for coordination and control of all administrative and off-site functions, outside the needs of the disaster/emergency event.
 - Activation of the EOC may be required when an incident threatens to escalate beyond the capabilities of UCCS resources, including mutual aid assistance.
 - The EOC will coordinate resource requests and provide incident information and support.
- **State Level Management**
 - In an emergency or disaster that overwhelms the resources and capability of a local jurisdiction, the Governor may exercise his/her authority to use the capabilities and resources of state government and/or that of other non-impacted political subdivisions.
 - The management of the State's response is facilitated by the policies and procedures of the Colorado State EOP and other approved emergency management plans and programs.
 - The Colorado Division of Homeland Security and Emergency Management is responsible for implementing the State's response to an emergency or disaster.
 - The State's principal emergency management function is not that of an initial responder, but rather that of coordinator for the acquisition, prioritization, and distribution of state, federal, and private resources.
 - Based upon the timely identification and verification of a local jurisdiction's emergency request, the Colorado Division of Homeland Security and Emergency Management Director, or the State Coordinating Officer will task the appropriate state departments with providing requested resources.

- The assigned state department will coordinate directly with the requesting local agency(s).
- If the situation requires Federal assistance, the state, via the Governor's request for a Presidential Disaster Declaration, will function as the primary coordination mechanism for requesting federal assistance.

EMERGENCY DIRECTION AND CONTROL

State & Federal

State and Federal officials will coordinate their operations through the State of Colorado Division of homeland Security and Emergency Management, UCCS appointed officials, or their designated representatives.

Incident Command Role & Authority Having Jurisdiction

- ***The Incident Commander is responsible for the command and control of all activities at the incident site.***
- University Departments are responsible for their operational plans, tactical plans, and department directives in support of the response for an event.
- For a wildfire event that has exceeded the capability of the local fire protection district (FPD), the FPD's Chief or designee may request that the El Paso County Sheriff's Office (EPSO) assume responsibility for the incident.
- In a municipality with a Fire Department, that fire department is responsible for all firefighting duties in the jurisdiction.
- The Colorado Springs Fire Department serves as the primary Fire Fighting Authority for the University of Colorado Colorado Springs.
- Fire Suppression and Hazardous Materials Response Activities are coordinated in partnership with the UCCS Department of Public Safety, Division of Emergency & Safety Services, Office of Emergency Management, Office of the Fire Marshal, and EHS Section.
- In a municipality or jurisdiction with a Police Department, that police department is responsible for all law enforcement duties in the jurisdiction.
- The University of Colorado Colorado Springs, Department of Public Safety, Police Department serves as the Primary Law Enforcement Authority (AHJ) for UCCS.
- For non-wildfire incidents, emergencies or disasters, the authority having jurisdiction (AHJ) will assume command, develop safe zones, determine resource needs, and make resource requests through dispatch and through the EOC if activation of the EOC has occurred.
- An Area Command, using a Unified Command structure, may be established for a large or complex event in El Paso County. Examples where this is appropriate could be a blizzard situation or widespread flooding in a region of or across the county.
- The University of Colorado Colorado Springs, Assistant Vice Chancellor for Technology serves as the UCCS Incident Commander for cybersecurity incidents with UCCS DESS.
- The University of Colorado Colorado Springs, Assistant Vice Chancellor of Health & Wellness serves as the UCCS Incident Commander for public health incidents with UCCS DESS.

Incident Command is generally thought of as First Responder Leadership: Fire, Law Enforcement, and EMS. That may not always be the case. The COVID-19 pandemic has shown that Incident Command needed to be led by Public Health. In a cyber-attack, Information Technology and Management may be the Incident Command. Incident Command should be led by the discipline, agency, or department primarily affected or best positioned to resolve the issue or unified with one or more other disciplines. Incident Command needs the support of operational staff from many disciplines and agencies. Seldom is one discipline or one agency the lone operator. It often takes many people from multiple disciplines to control an emergency or disaster.

Emergency Operation Center Role

- Coordination and support outside of the Incident Command footprint, related to the disaster/emergency event, to include administrative and off-site functions, but still supports and coordinates with Incident Command.
- Develop and maintain situational awareness, communicating that information to University policy group members, incident command, and regional partners; assembling accurate information on the emergency and current resource data to allow University officials to make informed decisions on courses of action.
- Determine and prioritize required actions and coordinate their implementation.
- Provide resource support for emergency operations.
- Address essential University services.
- Support and track large-scale evacuations by organizing and activating mass care operations.
- Coordinate emergency information to the public.

EMERGENCY OPERATION CENTER (EOC)

EOC ACTIVATION

- UCCS OEM will develop and maintain situational awareness prior to and during an event.
- The EOC will be activated in support of field operations. Incidents may be emergencies, disasters, or planned events.
- The EOC may be activated and staffed depending on the impact or anticipated impact of a disaster or event.
- The activation will be implemented by a Division of Emergency & Safety Services or UCCS OEM staff member: on-call duty officer, director, deputy director, deputy chief, or another staff member.
- If activated UCCS OEM staff will support and coordinate with the incident command. In some instances, the EOC may be virtually activated with staff members working remotely.
- Staffing of EOC positions will be determined by the UCCS OEM Director.
- Staffing patterns are designed to be flexible depending on the severity of the event and the type of organization is needed.

The following individuals, or their designees, have the authority for the activation of the UCCS OEM EOC:

- Executive Director of Public Safety & Chief of Police
- UCCS Police Department Command
- UCCS Deputy Chief
- UCCS Director of Emergency Management
- UCCS Division of Emergency & Safety Services
 - Fire Marshal
 - EHS Manager
- UCCS Chancellor
- UCCS Assistant Vice Chancellor Health & Wellness (Public Health Emergencies)
- UCCS Assistant Vice Chancellor for Technology (Cybersecurity Emergencies)

The following individuals, or their designees, can request the UCCS OEM EOC be activated:

- Incident Commander or Unified Command
- Pikes Peak Regional Office of Emergency Management

- Municipal, Military Base, and Utilities Emergency Managers
- Local Fire and Police Chiefs, or designees
- El Paso County and Colorado Springs Department Heads

EOC STRUCTURE

- The organizational structure of the EOC is based on NIMS principles and is flexible and easily expandable to meet the needs of UCCS and operates as a function-based organization.
- The organization provides for communication between the municipal, county, state, and other agencies.
- EOC provides senior official(s) and the policy group(s) with a centralized location to analyze critical incident information, facilitate the decision-making process, as well as advise and support the response activities.
- The EOC should be activated and appropriately staffed to support field departments and agencies and to carry out additional functions that are needed.
- The EOC will function in accordance with this EOP, the EOC Policies, and other established EOC procedures.
- The EOC should incorporate procedures for integrating resources from a variety of local and state entities, volunteer and private agencies, and the federal government.
- The EOC serves as the principal point for initiating and coordinating UCCS resources, and for coordinating and facilitating the activities of private and volunteer organizations, in the delivery of emergency assistance to affected areas.
- The EOC Director manages the EOC.

JURISDICTION, AGENCY AND ORGANIZATION ROLES AND RESPONSIBILITIES

Federal Responsibilities

- The federal government has responsibilities to respond to national emergencies and to aid states when an emergency or disaster exceeds their resource capability.
- The Department of Homeland Security has the overall responsibility for the coordination of federal emergency/disaster relief programs and supporting local and state government capabilities with resources.
- Other assets the federal government can offer are the Department of Defense (DoD), Department of the Interior, and National Guard Bureau.
- The roles and responsibilities of federal resource providers are outlined in the National Response Framework.

State of Colorado Responsibilities

The State may provide assets to support an emergency.

- When local (county or municipality) resources are exhausted or unavailable, a request for resources will be sent to the state through the Colorado Department of Public Safety: Colorado Division of Homeland Security and Emergency Management and Colorado Division of Fire Prevention and Control.
- State departments, including the Governor's Disaster Emergency Council, Colorado Division of Homeland Security and Emergency Management, are responsible within their statutory

authorities to aid and support local jurisdictions when local resources are exhausted or unavailable.

- Other state departments include the Colorado Department of Public Health and the Environment, Department of Local Affairs, Department of Regulatory Affairs, Colorado Department of Transportation, Colorado State Patrol, and the Colorado National Guard.
- These agencies are responsible for implementing assigned Colorado State Emergency Support Functions when the State EOP is implemented and may be needed for additional support and coordination.
- The operations role, responsibilities, and intra-organizational relationships of state departments are described in detail in the assigned State EOP Emergency Function Annexes.

University of Colorado Colorado Springs Roles & Responsibilities

UCCS Public Safety Lead Roles

This section describes the lead UCCS departments, Offices, Positions, Advisory & Policy Groups responsible for emergency operations under this EOP.

UCCS Department of Public Safety

The mission of the UCCS Department of Public Safety is to serve our community by protecting life, liberty, property, and defending the constitutional rights of all people with compassion, fairness, integrity, and professionalism.

Executive Director of Public Safety & Chief of Police

- Leads the UCCS Department of Public Safety encompassing Police Operations, Administrative Operations, and the Division of Emergency & Safety Services.
- Responsible for the discipline, good order, and proper conduct of the UCCS Department of Public Safety for the enforcement of laws, ordinances, and regulations and for the care and condition of the buildings, equipment, vehicles, and all other property of the UCCS Department of Public Safety.
- Assignment of all personnel employed by the Department.
- Order any person to evacuate any premises, vehicle or other real or personal property located within UCCS limits for any period up to and including the duration of the emergency.
- Ensure NIMS compliance within the Department.
- Provide representatives to the UCCS EOC and PPROEM ECC to coordinate emergency response functions with those of other departments and agencies represented therein.
- Make recommendations to UCCS Cabinet, UCCS, Chancellor, Board of Regents, and community leadership on matters pertaining to a major emergency or disaster or the threat thereof, and ongoing incident response and recovery activities.
- Coordinate efforts related to emergencies.
- Activate the EOP, or portions of the plan, as necessary.
- Activate the EOC as needed.
- Coordinate Mutual aid assistance.
- Determine the need for evacuation and relocation and establish sites in coordination with other agencies.
- Provide recommendations to the UCCS Cabinet, UCCS Chancellor, Board of Regents, and community executive leadership, and other municipalities relating to emergency or disaster declarations, travel restrictions, curfews, closures, etc.

UCCS Division of Emergency & Safety Services

The University of Colorado Colorado Springs, Department of Public Safety, Division of Emergency and Safety Services encompasses the University's Office of Emergency Management, Environmental Health & Safety, and the Office of the Campus Fire Marshal.

UCCS Office of Emergency Management

Emergency Management supports the University's core mission of teaching, research, and service by providing the comprehensive management of all-hazards, threats, and risks, for the University community. It is our responsibility to reasonably protect life, property, and the environment from the effects of emergencies and disaster incidents on the campus, including preparation for special events. We are also responsible for coordinating emergency management activities that eliminate or reduce hazardous events, and for the prevention, mitigation of, preparation for, response to, and recovery from such events.

Director of Emergency Management

- Leads the UCCS Department of Public Safety, Division of Emergency and Safety Services encompassing the Office of Emergency Management, Office of the Fire Marshal, and Environmental Health and Safety Section including Hazardous Materials Management.
- Responsible for the discipline, good order, and proper conduct of the Division of Emergency & Safety Services for the enforcement of laws, ordinances, and regulations and for the care and condition of the buildings, equipment, vehicles, and all other property of the Division.
- Make recommendations to the UCCS Executive Director of Public Safety, UCCS Cabinet, UCCS Chancellor, Board of Regents, and community leadership on matters pertaining to a major emergency or disaster or the threat thereof, and ongoing incident response and recovery activities.
- Coordinate efforts related to emergencies.
- Activate the UCCS EOP, or portions of the plan, as necessary.
- Activate the UCCS EOC as needed.
- Leads the UCCS EOC and provides representatives to PPROEM ECC to coordinate emergency response functions with those of other departments and agencies represented therein.
- Coordinate Mutual aid assistance.
- Determine the need for evacuation and relocation and establish sites in coordination with other agencies.
- Order any person to evacuate any premises, vehicle or other real or personal property located within UCCS limits for any period up to and including the duration of the emergency.
- Provide recommendations to the UCCS Executive Director of Public Safety, UCCS Cabinet, UCCS Chancellor, Board of Regents, and community executive leadership, and other municipalities relating to emergency or disaster declarations, travel restrictions, curfews, closures, etc.
- Issue formal requests to the Governor's Office through the Pikes Peak Regional Office of Emergency Management and/or directly to the Colorado Division of Homeland Security and Emergency Management (DHSEM) for the declaration of a State emergency for the purpose of obtaining state and/or federal assistance.
- Prepare emergency or disaster declarations, when necessary.
- Collect, plot, and disseminate information in the EOC.

- Maintain the EOP.
- Schedule and conduct homeland security & emergency management education, training programs, and exercises.
- Maintain liaison with military, special district, municipal, county, state, and federal agencies.
- Coordinate disaster recovery functions.

UCCS OEM Staff

- The UCCS College of Public Service may serve as UCCS OEM Staff during an emergency of disaster when requested.
- Manage, organize, and coordinate emergency and non-emergency activations of the EOC in the event of an emergency.
- Staff the EOC, supplement with El Paso County, Colorado Springs, and partner personnel.
- Recruit, train, retain, and supervise an operative cadre of volunteers for the Community Emergency Response Team, and other teams supporting UCCS emergency activities.
- Assist UCCS departments and affiliated organizations in the development and maintenance of plans, procedures, and checklists.
- Serve as intergovernmental liaisons and support requests for outside assistance from other jurisdictions.
- Maintain a current list of all active Mutual Aid Agreements, Memorandums of Understanding, and Inter-Governmental Agreements.
- Mitigation of man-made and natural hazard emergencies and other disasters.
- Public education related to university community preparedness.
- Catastrophic planning and response, such as mass evacuation planning for the university community.
- Activate Damage Assessment and/or Debris Management Plan(s) as necessary.
- Provide a UCCS OEM liaison staff member to the event Incident Command Posts, Department Operations Centers, or Emergency Operations Centers.

UCCS Office of the Fire Marshal

The Mission of the Campus Fire Marshal

Our department is committed to ensuring the safety and well-being of all members of the UCCS community through the delivery of comprehensive fire suppression, life safety, and fire prevention programs. Our approach includes intense training, hazard mitigation, thorough planning and preparation, quality inspections, and enforcement of all applicable codes and standards. Working in close partnership with the Colorado Springs Fire Department and UCCS Police Department, we collaborate to improve emergency response and engage the UCCS community through educational outreach programs that promote fire and life safety awareness. By fostering a culture of safety and awareness, the Office of the Campus Fire Marshal provides a healthy learning and working environments for all.

The Office of the Fire Marshal promotes a safer community through hazard mitigation, fire code development and enforcement, fire incident cause and origin, community education and injury prevention, and the management of fire risk, especially in the wildland/urban interface (WUI). This Office engages in fire safety code compliance inspections, issuance of permits for hot work, the development of evacuation and preparedness plans, safety educational programs for the UCCS

community, and residential evaluations and mitigation in the wildland urban interface (WUI) within UCCS property and jurisdiction.

UCCS Fire Marshal

- Leads the UCCS Fire Marshals Office and oversees campus Fire & Life Safety.
- Enforcement of all laws, ordinances, and regulations for fire suppression, life safety, and fire prevention programs within UCCS jurisdiction.
- Regular inspection and maintenance of fire protection and life safety systems, ensuring they meet relevant codes and standards.
- Development and implement fire and life safety education programs for UCCS community.
- Provide for the care and condition of the buildings, equipment, apparatus, and all other property of the Fire Marshal's Office and university related to fire prevention.
- Have supervision and control of all the members and employees assigned to the Office of the Fire Marshal.
- As qualified in fire fighting, the Fire Marshal may assume incident command and control of all persons present at any fire or other emergency within UCCS jurisdiction during an initial response.
- Order any person to evacuate any premises, vehicle, or other real or personal property located within the UCCS limits for any period up to and including the duration of the emergency.
- Provide a representative in the EOC to coordinate fire and life safety-related emergency response functions with other agencies represented therein.
- Supports all emergency responses throughout UCCS.
- Ensure NIMS compliance within the Office of the Fire Marshal.
- As qualified, responds to all types of building fires, wildland fires, vehicle fires, and trash fires located within the UCCS jurisdiction.
- Ensures the operational readiness of emergency response personnel, vehicles, and equipment.
- Maintains vehicles and equipment, provides basic fire training, oversees required certifications, and provides public information related to fires and other incidents.
- Responsible to develop and monitor the Fire and Life Safety budget, coordinates purchasing, assists with grant applications, ensures compliance with grant requirements, engages in analysis of operational activities and proposals, and provides strategic planning.
- Conduct regular hazard, risk assessments, and analyses with UCCS OEM to identify potential fire and life safety threats and recommend appropriate mitigation measures

UCCS Environmental Health and Safety Section

Environmental Health & Safety (EHS) supports the University's core mission of teaching, research, and service by providing comprehensive environmental, health and safety services to the University community. It is our mission to ensure the health and safety of the community, resources and the natural environment at UCCS. To that end, we are dedicated to creating a partnership with the campus community and providing services to assist faculty, staff and students in integrating safety and compliance into their workplace culture and behavior.

EHS Section encompasses:

- Occupational Health & Safety
- Hazardous Materials Management

- Biosafety & Laboratory Safety
- Radiation Safety
- Public Health

UCCS Occupational Health & Safety

- Design programs to protect the well-being of employees, volunteers, students, and visitors on the UCCS campus.
- Implement measures to prevent injuries and illnesses by evaluating, controlling, and eliminating health hazards in the workplace through programs such as ergonomics, hearing protection, and respiratory protection.
- Promote health and safety procedures at the University. Recognize hazards and measure health and safety risks, set suitable safety controls in place, and give recommendations on avoiding accidents to management and employees.
- Provide guidance on topics such as machinery safety, material handling, personal protective equipment, fall prevention, electrical safety, personal protective equipment and accident investigation.

UCCS Hazardous Materials Management

- Coordinate hazardous materials responses within UCCS.
- Conduct and coordinate training for Hazardous Materials for UCCS.
- Coordinate hazardous materials responses with other local, state, and regional fire districts and law enforcement agencies in response to requests for assistance.
- Participate in the Local Emergency Planning Committee (LEPC) for the City of Colorado Springs.
- Maintain and distribute hazardous materials inventories as required by the City of Colorado Springs Fire Marshal's Office.
- Conduct site visits of those departments on campus which utilize hazardous materials to plan for safer coordinated response to incidents in those facilities.
- Coordinate UCCS participation with local, state, and federal agencies during hazardous materials training exercises.
- Conduct training with local fire districts and other agencies to enhance initial hazmat response capabilities.
- Operate as the DESS liaison to Incident Command Posts, Emergency Operations Centers, and Department Operations Centers during emergencies.
- Staff the UCCS EOC as assigned.
- Staff the PPROEM ECC as assigned.
- Participate in PPROEM planning, exercises, and training, as assigned.
- Ensure continued environmental compliance with local, state, and federal regulations during emergency operations.
- Ensure proper management and disposal of hazardous waste generated on campus.

Biosafety, Laboratory Safety, & Radiation Safety

- Work with laboratory personnel in the recognition, evaluation and control of all hazards associated with working in a laboratory, including hazards posed by the handling and use of biological, chemical and radiological materials, and the use of laboratory research equipment.

Public Health

- Support all UCCS public health services and operations in incident planning, preparedness, response, and recovery in partnership with UCCS Student Health and Wellness, UCCS Public Safety, Division of Emergency and Safety Services.
- Advise the UCCS Cabinet, UCCS Public Safety, and leadership, on matters relating to public health emergency response.
- Provide guidance and direction for public health safety issues relating to the handling and disposal of debris generated by fires, floods, tornadoes, and other debris generating incidents.

Hazardous Materials Response

¹The Colorado Springs Fire Department Haz Mat Response is the DERA for the City of Colorado Springs jurisdiction and the Colorado State Patrol is the DERA for all State Highways, including within any jurisdiction.

²The City of Colorado Springs LEPC is administered through the Fire Department Hazardous Materials Unit.

- UCCS Division of Emergency & Safety Services participates in and serves on the LEPC in representation of UCCS, and partnership with the City of Colorado Springs.

UCCS Community Emergency Response Team (CERT)

- Provide UCCS community outreach for emergency preparedness education, training, and exercising.
- Staff for special events support as assigned.
- Staff the UCCS OEM EOC as assigned.
- Staff Event Call Center as assigned.

UCCS Police Operations

The Department of Public Safety, Police Operations is a full-service police department with its own communications section. All police officers are sworn police officers, pursuant to Title 16, Article 2.5, Part 148 of the Colorado Revised Statutes, with commissions within the State of Colorado and the City of Colorado Springs.

The Department of Public Safety (Police Operations Unit) currently has an intergovernmental agreement (IGA) with the Colorado Springs Police Department (CSPD) allowing for additional resources if needed. Under the IGA, UCCS PD can enforce State law and Municipal Criminal and Traffic Code in a designated area. The department also works closely with CSPD auxiliary divisions such as Metro Vice Narcotics and Intelligence, Special Weapons and Tactics, Traffic, Investigations, and K-9. Officers of the department train with CSPD officers allowing for better communication and operation tactics.

UCCS Police Deputy Chief

- Leads UCCS Police Operations encompassing the Patrol Unit, Investigations Unit, Motorcycle Unit, Bicycle Unit, and Campus Service Officers.
- Responsible for the discipline, good order, and proper conduct of Police Operations for the enforcement of laws, ordinances, and regulations and for the care and condition of the buildings, equipment, vehicles, and all other property of UCCS Police Operations.
- Assignment of all personnel employed by Police Operations.

- Order any person to evacuate any premises, vehicle or other real or personal property located within UCCS limits for any period up to and including the duration of the emergency.
- Ensure NIMS compliance within the Department.
- Provide representatives to the UCCS EOC or PPROEM ECC to coordinate emergency response functions with those of other departments and agencies represented therein.
- Make recommendations to UCCS Cabinet, UCCS, Chancellor, Board of Regents, and community leadership on matters pertaining to a major emergency or disaster or the threat thereof, and ongoing incident response and recovery activities.
- Coordinate efforts related to emergencies.
- Activate the EOP, or portions of the plan, as necessary.
- Activate the EOC as needed.
- Coordinate Mutual aid assistance.
- Determine the need for evacuation and relocation and establish sites in coordination with other agencies.
- Provide recommendations to the UCCS Cabinet, UCCS Chancellor, Board of Regents, and community executive leadership, and other municipalities relating to emergency or disaster declarations, travel restrictions, curfews, closures, etc.

Police Services

Patrol Unit

- Uniformed patrol operations for the purpose of call for service response, deterrence of crime, and enforcement of federal/state/municipal/university laws and regulations.
- Implement appropriate on-scene policies, procedures in accordance with NIMS guidelines and principles.
- Control access to and traffic around, the area affected by any disaster or emergency.
- Initiate the evacuation of persons who are, or might be, threatened by an imminent disaster or emergency.
- Request multijurisdictional response and joint command to critical incidents which exceed departmental resources in function, staffing or equipment.

Investigations Unit

- Assist patrol officers in the investigation of cases, evidence processing and collection.
- Conduct preliminary intelligence gathering for crime trends, events and persons on campus.
- Review cold case data for the potential of resuming investigation of a case.
- By assignment, conduct investigations on significant criminal incidents.
- Plainclothes duty.

Motorcycle Unit

- It is the policy of the UCCS Police Department to use Police Motorcycles to patrol the campus. Police Motorcycles are able to patrol areas not accessible by other vehicles and can offer shortened response time.

Bicycle Unit

- The Bike Unit is staffed by police officers and will provide optimum mobility and visibility to aid in the reduction of crime and to encourage contact with the public to increase community relations.

Campus Service Officer(s)

- The Campus Service Officer Program (CSO) utilizes specially trained, non-sworn personnel to perform some duties that have been traditionally performed by sworn personnel. CSO's perform a wide variety of duties and activities of routine non-sworn law enforcement functions in support of the patrol division, which do not require the carrying of a weapon or arrest authority. CSO's respond to and report certain types of nonemergency calls-for-service (not in progress, no viable suspect information etc.), either via telephone or in a specially marked department vehicle.

Administrative Operations

The UCCS Department of Public Safety, Administrative Operations encompasses Financial Operations, Records and Evidence, and Communications.

Financial Operations

- Oversees Administrative Operations for the UCCS Department of Public Safety
- Leads Financial Operations, purchases, budgeting, and expenditures for the department.
- Manages personnel actions for the department.

Communications

- Provide communications support for the agency using voice over radio, phone, paging, messaging, and text messaging.
- Notify appropriate personnel of emergency and disaster events on campus property or regionally if the campus could potentially be impacted.
- Activate the emergency notification system for the purposes of warning and/or notifying the campus community of an emergency or disaster or as detailed by Clery regulations.
- Monitor all fire, intrusion, and emergency alarms on campus and make appropriate initial and ongoing notifications to responding units.

Evidence Unit

- It is the policy of the UCCS Police Department to impound all property seized by UCCS Police at the UCCS Police evidence impound facility in accordance with established standards and practices concerning Rules of Evidence, state law, and the Rules of the Regents.

UCCS Cybersecurity

UCCS Assistant Vice Chancellor for Technology

- Make recommendations to the UCCS Executive Director of Public Safety, UCCS Director of Emergency Management, UCCS Cabinet, UCCS Chancellor, Board of Regents, and community leadership on matters pertaining to a major cyber emergency or disaster or the threat thereof, and ongoing incident response and recovery activities.
- Coordinate efforts related to cybersecurity emergencies.

- Activate the EOP, or portions of the plan, as necessary.
- Activate the EOC as needed.
- Maintain liaison with military, special district, municipal, county, state, and federal agencies.
- Coordinate cybersecurity disaster or incident response and recovery functions.



UCCS Public Health

UCCS Associate Vice Chancellor Health & Wellness

- Make recommendations to the UCCS Executive Director of Public Safety, UCCS Director of Emergency Management, UCCS Cabinet, UCCS Chancellor, Board of Regents, and community leadership on matters pertaining to a major public health emergency or disaster or the threat thereof, and ongoing incident response and recovery activities.
- Coordinate efforts related to public health emergencies.
- Activate the EOP, or portions of the plan, as necessary.
- Activate the EOC as needed.
- Maintain liaison with military, special district, municipal, county, state, and federal agencies.
- Coordinate public health disaster recovery functions.
- Coordinate public health and medical services, to include behavioral health services in partnership with UCCS Public Safety, Division of Emergency and Safety Services.
- Coordinate with South Central Region Healthcare Coalition to ensure continuity of health and medical services in partnership with UCCS Public Safety, Division of Emergency and Safety Services.
- Coordinate all UCCS public health services and operations in incident planning, preparedness, response, and recovery in partnership with UCCS Public Safety, Division of Emergency and Safety Services.
- Provide public health assistance to the affected UCCS community once departments, offices and students can return to the campus.
- Provide public health information and risk communication with other county and municipal agencies.
- Conduct epidemiological surveillance and outbreak investigations.
- Coordinate and advises with CDPHE, El Paso County Public Health, and UCCS Division of Emergency & Safety Services as appropriate, for public health emergency response initiatives and guidance.
- Coordinates local response to public health needs, including medical, behavioral, and environmental health issues for all-hazards incidents, and anticipates recovery support needs.

UCCS Cabinet / Emergency Policy Advisory Group

- Develop policy measures related to emergency management and commitment of UCCS resources.
- Set policy for an emergency or disaster orders, prepare resolutions, approve emergency divergence from normal UCCS policies, such as emergency purchasing, procurement of supplies, redirection of funds, and other policy-level decisions affecting community members, such as evacuations, campus closures, etc., as necessary.

The Emergency Policy Advisory Group includes senior officials or their designees:

- Chancellor
- Chief of Police, Executive Director of Public Safety
- Director of Emergency Management
- Assistant Vice Chancellor for Technology
- Assistant Vice Chancellor Health & Wellness
- Cybersecurity Director
- Chief of Staff
- Provost & Executive Vice Chancellor for Academic Affairs
- Vice Chancellor for Administration and Finance (VCAF)
- Associate Vice Chancellor Campus Planning & Facilities Management
- Senior Vice Chancellor of University Advancement
- Vice Chancellor for Enrollment Management (VCEM)
- Vice Chancellor for Diversity, Equity, and Inclusion (VCDEI)
- Vice Chancellor of Student Affairs (VCSA)
- Assistant Vice Chancellor Chief HR Officer
- Managing Associate University Counsel
- University Risk Management
- Director of Campus Compliance
- Vice Provost & Associate Vice Chancellor Sponsored Research
- Dean College of Public Service
- Other department directors, as needed.

When convened for an emergency at the request of the Executive Director of Public Safety & Chief of Police, Deputy Chief of Police, Director of Emergency Management, and/or the Chancellor. The Emergency Policy Advisory Group shall meet virtually, via a conference call, or in person depending on the situation.

UCCS Chancellor

- Chancellor and/or their delegate Chairs the Emergency Policy Advisory Group.
- Provide policy level guidance to UCCS departments and personnel engaged in disaster response and recovery efforts.
- Operates as part of the Policy Group.
- Determine and authorize the level of commitment of UCCS resources and funds for disaster response and recovery as permitted by law.
- Announce a disaster declaration when, in the opinion of the Chancellor and in concurrence with the Executive Director of Public Safety and Director of Emergency Management, a disaster or extraordinary emergency event has occurred, or the threat of such an event is imminent.

- Approve a delegation of authority when management of a disaster is delegated to a local, state, or federal entity.
- Lead the dissemination of all public information.
- Maintain overall responsibility for all UCCS operations.
- Approve emergency financial authorizations, as requested.
- Suspension of UCCS policies and provisions by Emergency ordinance.
- Coordinate closely with UCCS Public Safety and community partners on public communications.
- Ensure UCCS departments, Offices, and teams are capable of efficient and responsive mobilization of resources to protect lives, minimize property loss, and expedite recovery efforts.
- Ensure an Office of Emergency Management is funded, staffed, and resourced to serve and support the needs of university public safety.
- Ensure a Hazard Mitigation Plan is prepared and is based on valid hazards and risk analysis.
- Ensure emergency plans are exercised and kept current (the university retains command of an incident unless it is delegated to another authority).
- Pre-plan post-emergency or disaster recovery functions with assignments to specific departments.

UCCS Supporting Departments

- Supporting departments are responsible for providing resources and other support during an incident.
- Emergency response related operations conducted during an incident will be coordinated through the EOC.
- As participants in the EOP, supporting agencies are expected to:
 - Provide copies of department/agency COOP(s), as available, and activate the plans as needed.
 - Provide a representative to the EOC, as requested.
 - Operate using the ICS established in NIMS.
 - Participate in mitigation and preparedness activities.
- Identify, train, and assign personnel to maintain contact with and prepare to execute missions in support of the EOP during periods of activation.
- Coordinate activities and maintain communication with the EOC, if activated, during all emergency operations.
- Provide information and coordinate any public announcement, statement, or press release through the EOC and/or Joint Information Center (JIC), if activated.
- Provide program assistance and expertise as appropriate, and in coordination with other departments and agencies.
- Establish emergency operations supplies including food, water, blankets, electrical generators, communications, etc., to provide continued operations and shelter employees, as necessary.
- Provide all requested information prior to, during, and following any incident to the EOC.
- Several nongovernmental agencies, which provide aid to meet essential needs during an incident, exist within the region. Some organizations with existing MOUs, MOAs, and MAAs have been assigned supporting roles to specific emergency support functions.

UCCS Office of University Counsel

- Function as the principal legal advisor to UCCS.

- Provide interpretation of federal, state, and local laws and regulations to ensure that UCCS is operating within the law during all phases of disaster planning, response, and recovery.
- Provide legal guidance for disaster policies implemented to support response and recovery operations.

UCCS Student Health and Wellness

- Coordinate public health and medical services, to include behavioral health services in partnership with UCCS Public Safety, Division of Emergency and Safety Services.
- Coordinate with South Central Region Healthcare Coalition to ensure continuity of health and medical services in partnership with UCCS Public Safety, Division of Emergency and Safety Services.
- Coordinate all UCCS public health services and operations in incident planning, preparedness, response, and recovery in partnership with UCCS Public Safety, Division of Emergency and Safety Services.
- Advise the UCCS Cabinet, UCCS Public Safety, and leadership, on matters relating to public health emergency response.
- Provide public health assistance to the affected UCCS community once departments, offices and students can return to the campus.
- Provide public health information and risk communication with other county and municipal agencies.
- Conduct epidemiological surveillance and outbreak investigations.
- Coordinate and advises with CDPHE, El Paso County Public Health, and UCCS Division of Emergency & Safety Services as appropriate, for public health emergency response initiatives and guidance.
- Coordinates local response to public health needs, including medical, behavioral, and environmental health issues for all-hazards incidents, and anticipates recovery support needs.
- Assists with the relocation of displaced licensed care facility residents, the care of unaccompanied minors, and family reunification.
- Provides coordination for access and functional need evacuation.
- Ensures the availability of adequate healthcare and protects the existing medical infrastructure.
- Coordinates with the primary ambulance provider for the affected area and non-affected fire departments to provide first aid/medical support to responders.
- Coordinates medical practice waivers with the Governor's Expert Emergency Epidemic Response Committee in partnership with El Paso County Public Health and UCCS Division of Emergency & Safety Services.
- Coordinates with licensed care facilities on their ability to evacuate or care for patients if sheltering in place in partnership with UCCS Division of Emergency & Safety Services.
- Prioritizes medical rescues with county-level general support assets.
- Prioritizes distribution of medical supplies.
- Coordinates/operates Points of Distribution (POD) for public health issues (e.g., inoculations).
- Responsible for health-related emergency orders.
- Provides public health related information to the Joint Information Center (JIC).
- Coordinates epidemic investigations and solutions.
- Advises shelter managers on food sanitation and illness prevention measures.
- Coordinates medical support for shelters.
- Coordinates all behavioral health support to residents and responders.

- Develops public health related debris handling guidance in partnership with UCCS Division of Emergency & Safety Services.

UCCS Event Services

- Coordinate office/conference room space for external emergency response team, i.e., IMT, FEMA, public safety, etc.



UCCS Office of Vice Chancellor for Administration

- Provide emergency procedures for purchasing supplies and/or equipment necessary for response and recovery operations in the disaster or emergency.
- Maintain detailed financial records of all incident costs accrued during an emergency or disaster.
- Coordinate the preparation of reports for state and federal reimbursements for the state and FEMA.
- Provide UCCS financial information to state and federal governments for emergency and recovery disaster relief, and future reimbursement.
- Coordinate with the department heads on disaster fiscal policy, records, and expenditures.
- Staff the EOC Resource Section during an event, as requested by UCCS OEM.
- Maintain and make available to the EOC approved vendor lists.
- Collect damage assessment data of UCCS owned property for the purposes of coordinating insurance claims and reporting for FEMA and state documentation.
- Provide guidance regarding fund usage during emergencies as needed.
- Identify UCCS funding limits recommending state and/or federal assistance.

UCCS Human Resources

- Coordinate with Public Information Office to provide messaging regarding the emergency impacts to UCCS workers.
- Recruit and hire temporary workers for emergency related employment.
- Provide direction and guidance for the development and implementation of disaster employment related policies.
- Coordinate with Colorado Department of Labor and Employment (CDLE) to execute disaster employment grants.
- Collaborate with the Unemployment Division of CDLE to assist the community with unemployment related questions for those who lost their job.
- Coordinate employee assistance programs.
- Assist UCCS departments and offices in layoff aversion strategies, incumbent worker training and reskilling.

UCCS Risk Management

- Coordinate workers compensation claims with third party administrator, UCCS departments and injured employees.
- Manage UCCS compensation and liabilities claims through the Risk Management department.

UCCS Information Technology OIT

- Assure that UCCS information technology capabilities are maintained during an emergency or disaster and restoring service if the networks are damaged.
- Provide GIS support to the EOC.
- Assist in maintaining the uninterrupted continuous operation of UCCS communications systems.

UCCS Controllers Office

- Inventory and prorate all damaged property.
- Provide the capitol resources for a disaster.
- Provide maps, aerial photographs, and GIS data.
- Provide real property classifications.
- Provide property physical inventories.
- Provide property ownership records.

UCCS Archives

- Assure the safety and preservation of vital records necessary to maintain continuity.
- Coordinate a system for UCCS to replace lost documentation.

UCCS Office of Veteran and Military Affairs

- Assist veterans in their request to replace destroyed personal property with the Veterans Administration.

UCCS Campus Planning and Facilities Management

- Provide technical knowledge of buildings and equipment to support the emergency response. This could also include providing skilled labor to assist in the shutdown or isolation of equipment and power sources.
- Provide technical knowledge and personnel to assist in the return to normal operations during the recovery phase of the response.
- Provide emergency traffic control equipment and traffic control, including the establishment of emergency traffic routes.
- Provide heavy equipment for disaster response and recovery operations or procures heavy equipment from private or other sources.
- Communicate to UCCS community regarding impacts to university, closures, or special work instructions
- Provide logistical and maintenance support for UCCS owned equipment utilized during emergencies or disasters
- Coordinate debris management following a disaster or emergency.
- Provide engineering support in assessing damage.
- Monitor rebuilding in the recovery phase in conjunction with Transportation, UCCS Physical Plant, CSFD Fire Prevention Bureau, and UCCS Division of Emergency & Safety Services, coordinating with utility providers for the safe reconnection of utility services.

UCCS Physical Plant

- Provide resources as requested by the EOC or IC to support the emergency response to include but not limited to barricades, vehicles, etc.
- Coordinate logistics for response and recovery efforts for UCCS owned facilities.
- Provide a discipline representative to the EOC, as requested.
- Coordinate environmental assessments and remediation efforts for University owned facilities impacted by the incident with UCCS Division of Emergency & Safety Services.
- Coordinate the utilization of personnel under its management for emergency response and recovery efforts needing trades expertise, i.e., mechanical, electrical, plumbing, etc.
- Collaborate with law enforcement and emergency management for the closure of UCCS facilities.
- Determine the extent and type of building damage, including any use restrictions and whether services can be restored.
- Provide for the management of contaminants such as spoiled food, portable restrooms, and trash receptacles.



UCCS Parking and Transportation

- Serve as the UCCS lead for the development and implementation of Transportation functions.
- Provide emergency repair recommendations and identifying permanent repairs, as needed to UCCS owned property and transportation infrastructure.
- Provide pertinent information for Transportation specific issues to the EOC and UCCS PIO's.
- Provide Transit buses or other passenger vehicles to support evacuation or other transport efforts, or for emergency in-the-field shelter.
- UCCS Residence Life
- Serve as the UCCS lead for the Mass Care emergency functions for on campus residents.
- Provides emergency housing support.
- Involves the coordination of non-medical, mass-housing services for on campus residents and University community members to include sheltering of victims and coordinating bulk distribution of emergency relief items.
- Providing support during an emergency for companion animals.

UCCS Dining and Hospitality

- Involves the coordination of non-medical, mass-feeding services, to include organizing feeding operations.

UCCS Campus Recreation

- Provides Emergency Sheltering Support when requested.
- Implements Emergency Sheltering MOU with City of Colorado Springs and the PPROEM.

Public Information and Communications Offices

UCCS - University Communications

- Assist incident PIO lead to get the latest information from the scene to those within the EOC (other departments working the incident) so they can adjust their services as needed.
- Provide a representative to the UCCS EOC, as requested.
- Coordinate with UCCS EOC in support of Emergency Policy Advisory Group in the development of accurate, consistent, and approved messaging.
- Provide a central place from which to distribute public information by establishing and coordinating a joint information center for county, city and other agency departments working the incident.
- Disseminate emergent and pertinent details to the campus community and outside entities on evacuations, closures, process, etc., through public communications channels.
- Disseminate non-emergency safety, precautionary, and preparedness messaging to the campus community.

UCCS Colleges, Academic Programs, and Extension Offices

- Participate in the development of emergency plans, training and exercise plans, and provide for collaborative interaction with UCCS Student Health and Wellness, Public Health, UCCS OEM, and first responder fire, EMS, and law enforcement agencies.
- Provide use of facilities for disaster response and recovery operations.

UCCS Departments and Offices General

Department Directors and Managers

- Ensure NIMS compliance based on the UCCS OEM training guidance.
- Ensure departmental understanding of all emergency plans including the UCCS OEM Emergency Operations Plan (EOP), Continuity of Operations Plans (COOP), and other department specific plans and procedures.
- Develop, maintain, and implement COOP's in the event of a disruption in normal department functions.
- Identify functions to be performed during an incident and assign responsibility for performing those functions to departmental personnel.
- Provide representative(s) to the EOC, based on the situation and functions activated, to support emergency response.
- Ensure that the EOC is kept informed during an incident, by reporting events and activities in a timely fashion.
- Maintain complete and accurate records of all incident costs and expenditures to include personnel qualification, time, overtime, activities performed, vehicle mileage, and emergency disbursements.
- Provide current resource lists and on-call personnel lists on a timely basis to assist in providing resources and personnel for large-scale incidents.

AFFILIATED ORGANIZATIONS

Centura Health (Hybl Building)

- Develop emergency plans, exercise plans, and provide for collaborative interaction with Public Health, UCCS OEM, PPROEM, and first responder fire, EMS, and law enforcement agencies.
- Provide use of facilities for disaster response and recovery operations.
- Ensure departmental understanding of all emergency plans including the UCCS OEM Emergency Operations Plan (EOP), Continuity of Operations Plans (COOP), and other department specific plans and procedures.
- Establish healthcare incident command.
- Maintain communications with external agencies through dispatch centers and local or county emergency managers.
- Provide treatment of all patients at the facility.
- Provide decontamination for patients.
- Provide representative to the UCCS EOC if requested.

Peak Vista & City Clinic (Lane Building)

- Develop emergency plans, exercise plans, and provide for collaborative interaction with Public Health, UCCS OEM, PPROEM, and first responder fire, EMS, and law enforcement agencies.
- Provide use of facilities for disaster response and recovery operations.
- Ensure departmental understanding of all emergency plans including the UCCS OEM Emergency Operations Plan (EOP), Continuity of Operations Plans (COOP), and other department specific plans and procedures.
- Establish healthcare incident command.
- Maintain communications with external agencies through dispatch centers and local or county emergency managers.
- Provide treatment of all patients at the facility.
- Provide decontamination for patients.
- Provide representative to the UCCS EOC if requested.

NCC / Space-ISAC

- Develop emergency plans, exercise plans, and provide for collaborative interaction with Public Health, UCCS OEM, PPROEM, and first responder fire, EMS, and law enforcement agencies.
- Provide use of facilities for disaster response and recovery operations.
- Ensure NIMS compliance based on the UCCS OEM training guidance.
- Ensure departmental understanding of all emergency plans including the UCCS OEM Emergency Operations Plan (EOP), Continuity of Operations Plans (COOP), and other department specific plans and procedures.
- Develop, maintain, and implement COOP's in the event of a disruption in normal department functions.
- Identify functions to be performed during an incident and assign responsibility for performing those functions to departmental personnel.
- Provide representative(s) to the EOC, based on the situation and functions activated, to support emergency response.
- Ensure that the EOC is kept informed during an incident, by reporting events and activities in a timely fashion.
- Maintain complete and accurate records of all incident costs and expenditures to include personnel qualification, time, overtime, activities performed, vehicle mileage, and emergency disbursements.

- Provide current resource lists and on-call personnel lists on a timely basis to assist in providing resources and personnel for large-scale incidents.

Ent Center for the Performing Arts to include Theater Works

- Develop emergency plans, exercise plans, and provide for collaborative interaction with Public Health, UCCS OEM, PPROEM, and first responder fire, EMS, and law enforcement agencies.



- Provide use of facilities for disaster response and recovery operations.
- Ensure NIMS compliance based on the UCCS OEM training guidance.
- Ensure departmental understanding of all emergency plans including the UCCS OEM Emergency Operations Plan (EOP), Continuity of Operations Plans (COOP), and other department specific plans and procedures.
- Develop, maintain, and implement COOP's in the event of a disruption in normal department functions.
- Identify functions to be performed during an incident and assign responsibility for performing those functions to departmental personnel.
- Provide representative(s) to the EOC, based on the situation and functions activated, to support emergency response.
- Ensure that the EOC is kept informed during an incident, by reporting events and activities in a timely fashion.
- Maintain complete and accurate records of all incident costs and expenditures to include personnel qualification, time, overtime, activities performed, vehicle mileage, and emergency disbursements.
- Provide current resource lists and on-call personnel lists on a timely basis to assist in providing resources and personnel for large-scale incidents.

REGIONAL AGENCIES and ORGANIZATIONS

District Attorney's Office

- Provide representation as appropriate.
- Work with law enforcement and the fire service to assist in an advisory role for investigation when requested.
- Work with law enforcement to determine whether criminal conduct occurred in a specific disaster or emergency.
- Coordinate with local emergency responders to assist with investigations.
- Coordinate with other state and federal officials on investigations and potential filing of criminal charges.

Emergency Medical Services Organizations

- Provide all regularly assigned functions relating to emergency medical services to minimize the loss of life due to the disaster or emergencies, as contracted.
- Coordinate and communicate with local and regional hospitals on the status of patient bed-count and overall emergency medical service capability.
- Provide emergency medical transportation to hospitals or other designated treatment facilities.
- Coordinate with Colorado Springs Fire Department and UCCS Division of Emergency & Safety Services, on the identification and establishment of safe and effective alternate care sites.
- Coordinate with the South Central Healthcare Coalition.
- Provide emergency triage sites.
- Coordinate with El Paso County Public Health for staffing alternate care sites.
- Provide a discipline representative to the EOC, as requested.
- Provide transportation between facilities or outside of the area.

Colorado Springs Fire Department and Supporting Fire Districts

- Provide all regularly assigned functions relating to fire control and prevention to minimize the loss of life and property due to the disaster, emergency, or incident situation.
- Establish an Incident Command Post; or provide a representative to an already established Incident Command Post or to an Area Command Post; or providing representation for a Unified Command Post in an incident, emergency, or disaster situation.
- Assist with the identification, establishment, and support of shelters to be utilized by UCCS community in cases that large numbers will be displaced due to catastrophic incidents.
- Provide a discipline representative to the EOC, as requested.
- Provide decontamination efforts in collaboration with the El Paso County Hazardous Materials Team and UCCS Division of Emergency & Safety Services.
- Conduct the response to, and containment of, hazardous materials incidents in collaboration with the Colorado Springs Fire Department, El Paso County Hazardous Materials Team, and the UCCS Division of Emergency & Safety Services.
- Provide search and rescue operations in collaboration with the Search and Rescue Team with the El Paso County Sheriff's Office.
- Request the activation of the UCCS EOC and PPOEM ECC if warranted.



Colorado Springs Police Department

- Support UCCS Police Department operations in accordance with IGA's and Mutual Aid Agreements, plans, polices and joint operational procedures.
- Provide a representative to an already established Incident Command Post or to an Area Command Post; or providing representation for a Unified Command Post in an incident, emergency, or disaster situation.

- Assignment of all personnel employed by the Police Department.
- Ensure NIMS compliance within the Police Department.
- Provide representatives to the UCCS EOC to coordinate emergency response functions with those of other agencies represented therein.

Pikes Peak Regional Office of Emergency Management

- Coordinate local emergency operations plans with UCCS OEM.
- Create situational awareness by coordinating warnings and notifications that result in the activation of municipal emergency operations centers with PPROEM and appropriate neighboring jurisdictions.
- Coordinate resource requests through the PPROEM Emergency Coordination Center.
- Consider access and functional needs issues so that emergency response and recovery actions support the needs of people with access and functional needs.
- Consistent with state and local mutual aid agreements, provide mutual aid.
- Provide qualified staff as liaisons to the UCCS EOC and to the Joint Information Center (JIC).

The American Red Cross

- Serve as a support agency in developing and implementing mass care & human services.
- Manage emergency or disaster shelter operations, to include feeding and coordinating with local partners for co-located pet sheltering.
- Coordinating with community partners to provide fixed and/or mobile feeding of shelter clients and other affected community members, as requested.
- Provide specially trained liaisons to work at designated Command Posts, the EOC, or other locations to support Mass Care & Human Services activities.
- Provide UCCS OEM Emergency Management situational information on Red Cross disaster mass care actions and response activities taking place within the region.
- Maintain an updated list of available mass care facilities with which the Red Cross has shelter agreements.
- Provide 24-hour emergency phone coverage and initiate response to the disaster or emergency within 2 hours of notification.
- Assist evacuated populations with emergency first aid, replacement of lost prescriptions, and eyeglasses.
- Provide follow-up casework with evacuees who need assistance with recovery, to include limited financial support on a case by case basis.
- Provide trained personnel to assist with short term emergency disaster mental health and spiritual care services.
- Assist with family reunification and emergency welfare inquiries.
- Assist with bulk distribution of emergency supplies.
- Assist UCCS Public Health with mass prophylaxis.
- Assist the JIC and UCCS Public Health with public information dissemination.
- Assist with damage assessment verification (required for Red Cross financial assistance).
- Animals of known owners will be sheltered in the companion animal shelter, only. All stray companion animals will be taken to the Humane Society of the Pikes Peak Region.

Salvation Army

- Provide meal delivery for first responders and displaced UCCS community in small and mass care incidents.
- Assist with spontaneous and offered food/beverage donations related to meal service or mass care operations.
- Provide emotional and spiritual care when requested and appropriate.
- Provide financial assistance if available in the short, immediate, and long-term phases of recovery.

Humane Society of the Pikes Peak Region and Community Animal Response Team (CART)

- Provide specially trained liaisons to work at designated Command Posts, ECCs, or other locations to support Human Services to include Agriculture & Animal Services activities.
- The Community Animal Response Team (CART) will provide for security, accountability, and oversight of the shelters. Animal owners are responsible for the care of the animals.
- CART will be a backup for care if an owner does not reasonably care for their animals. CART will contact owners.
- Large animal strays will be taken to the large animal shelter and will be cared for by the CART.
- CART will provide food for animals if needed and will ensure sufficient water is provided for animals.
- CART will provide for basic first aid and emergency care to stabilize an animal. The owner is ultimately responsible for any emergency care of their animal.
- Companion animal shelters will be co-located with the Red Cross shelter, to the extent possible.
- The Red Cross will provide for logistics support of CART members in the co-located companion animal shelter. The ECC will provide for logistics support to the large animal CART.
- Animals of known owners will be sheltered in the companion animal shelter, only. All stray companion animals will be taken to the Humane Society of the Pikes Peak Region.
- Coordinate with and support Animal Law Enforcement (ALE).

South Central Region Voluntary Organizations Active in Disaster (SCRVOAD)

- Coordinate VOAD member agencies for the provision of disaster volunteer services.
- Inform VOAD member agencies of disaster situation and possible resource needs.
- Manage donations in a disaster.
- Provide a representative to the EOC, as requested.
- Coordinate disaster volunteer information with the state Donations & Volunteer Coordination Team (DVCT).
- Coordinate with all government agencies, especially county OEM and municipal OEMs, for deploying volunteer services.

State Donations & Volunteer Coordination Team (DVCT)

- Facilitate and support the coordination of unsolicited donations made from the public and private sector during and after disasters.
- Assist with the coordinate of spontaneous unaffiliated volunteers.
- Promote increased coordination between the EOC, VOAD member agencies engaged in donations, and volunteer coordination and private sector partners.
- Provide public messaging support.

- Work closely with local donations and volunteer agencies working through the SCRVOAD and the PPROEM.

United Way 2-1-1

- Operate its 2-1-1 call center to support citizen information sharing following a disaster, coordinating with the activated joint information center leadership.
- Provide staff/volunteers to operate a call center at the ECC or other location, as defined in the City of Colorado Springs - United Way MOU.
- Develop, maintain, and distribute a Relief and Recovery Assistance Guide for the purposes of connecting those affected by disasters with information on available programs and services.
- Establish communications with the PPROEM ECC to coordinate essential public messaging information.
- Send a liaison to the ECC to coordinate information utilized by the 2-1-1 call centers.

State of Colorado

Division of Homeland Security & Emergency Management

- Assist with coordination and support of emergency operations and supporting activities per the State of Colorado EOP.

Section 4: Plan Maintenance



Introduction

Continued review and revision of the UCCS EOP is essential to the University's Preparedness. Proper maintenance of the plan is coordinated by the UCCS OEM and is highly dependent on the engagement of departments and organizations across the whole community.

Maintenance Process

Reviews of the EOP's base plan and annexes are conducted annually. A full review of the entire plan will occur every 3 years. The OEM initiates plan reviews by soliciting input from the UCCS Emergency Management Planning Committee. The UCCS Emergency Management Planning Committee is reflective of the whole community and is open to all UCCS departments, teams, faculty, staff, students, including advocates for those with access and functional needs. After a comment period, the plan is updated using the provided input. Any administrative changes to the EOP and its annexes may be made by the OEM at any time and recorded in the Record of Change Section. Administrative changes are defined as those that do not fundamentally alter emergency processes or organizational roles and responsibilities. Examples include minor updates to citations, terminology, EOC position names, and similar items. Administrative changes are noted in the decimal place under the EOP version number. Substantive updates to the EOP and its annexes are defined as those that significantly affect emergency processes or organizational roles and responsibilities. These changes are sent for signature from the UCCS Chancellor before being promulgated as Policy. Substantive changes are noted to the left of the decimal place under the EOP version number.

GLOSSARY

All-Hazards: Describing an incident, natural or human caused, that warrants action to protect life, property, environment, public health, or safety, and minimize disruptions of government, social, or economic activities.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. See General Staff.

Communications/Dispatch Center: Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multi-agency coordination system (MACS) for an incident until other elements of MACS are formally established.

Coordination Section: The ECC Section responsible to support and coordinate with tactical incident operations and incident command's implementation of the Incident Action Plan.

Core Capabilities: Distinct critical elements necessary to achieve the National Preparedness Goal.

Delegation of Authority: A statement provided to the Incident Commander by the agency executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Department Operations Center (DOC): An emergency operations/coordination center (EOC or ECC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency ECC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Direction Section: The EOC Section responsible for the direction and supervision of the EOC, directly supervising the EOC Sections and their section managers: Information, Coordination and Resources Sections.

Director: The Incident Command System title for individuals responsible for supervision of a Branch. In the UCCS OEM EOC it is the person who leads the EOC.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: Term used by incident command for functional areas of operation. See Group.

Emergency: Any incident, whether natural or human caused, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Response Personnel: Includes federal, state, territorial, tribal, regional, and local governments, private-sector organizations, critical infrastructure owners and operators,

nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. These personnel are also known as emergency responders.

Emergency Coordination Center (ECC): The place (physical or virtual) where the coordination of information and resources to support incident management (on-scene operations) activities normally take place. An ECC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. ECCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., federal, state, regional, tribal, city, county), or some combination thereof. ECC's must be adaptable, flexible, and scalable; the same principles that apply to the Incident Command System.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Federal: Of or pertaining to the Federal Government of the United States of America.

Finance Group: Group responsible for all financial considerations surrounding an incident.

Function: Refers to the four major activities in the ECC Sections: Direction, Information, Coordination and Resources. The term function is also used when describing the group activity involved in a Section. These group functions can be fire, law enforcement, search and rescue, utilities, transportation, mass care, etc. (The ESF's)

General Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed. See Command Staff.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function within a Section.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted event or activity.

Incident: An occurrence or event, natural or human caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objective reflecting the overall strategy for managing an incident at incident command. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the

complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Incident Support Plan (ISP): An oral or written plan containing general objective reflecting the ECC support of and coordination with the incident command overall strategy for managing an incident. It may include the identification of support and coordination resources and assignments. It may also include attachments that provide direction and important information for support and coordination of the incident during one or more operational periods.

Information Section: the ECC section that is responsible for incident planning, situation reporting, information gathering, and documentation.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of authority.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area.

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

Liaison: A form of communication or position representing an agency, function, or jurisdiction for establishing and maintaining mutual understanding and cooperation.

Local Government: A county, municipality, city, town, township, local public authority, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity.

Managers: Individuals assigned specific Section managerial responsibilities (three sections: Information, Coordination and Resources). A Group within a section may become a section when the specifics of an incident need a higher level of responsibility and authority. (adaptable, flexible, and scalable)

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Mobilization: The process and procedures used by all organizations - federal, state, tribal, and local- for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-agency Coordination System(s) (MACS): Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multi-agency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most used elements are emergency coordination centers and MAC Groups. These systems assist agencies and organizations supporting and responding to an incident.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, states, the federal government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the federal government exercises a larger role, including incidents where federal interests are involved and catastrophic incidents where a state would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions. Operational periods can be of various lengths, although usually they last 12-24 hours.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Personnel Accountability: The ability to account for ECC assigned personnel; and their individual roles and responsibilities in the ECC. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established ECC guidelines and processes.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during an incident involving more than a single agency.

Planned Event: A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: This meeting is held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the ECC objectives.

Planning Section: This Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident; and for the preparation and documentation of the ECC objectives. This Section also maintains information on the current and forecasted situation of the incident.

Preparedness: Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. Within NIMS, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; and equipment certification.

Preparedness Organizations: The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, and Critical Infrastructure Sector Coordinating Councils).

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework called for in PPD-8, the term "prevention" refers to preventing imminent threats.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the ECC and the Joint Information Center (JIC) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery Coordination Center (RCC): When the Emergency Coordination Center (ECC) moves from the response phase of an emergency it may move into a recovery phase. The ECC then becomes the Recovery Coordination Center, with Recovery Support Functions (RSF).

Resource Section: Efficient emergency management and incident support requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency coordination center.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: A member of the Direction staff responsible for monitoring ECC operations and advising the Director on all matters relating to operational safety, including the health and safety of ECC personnel.

Section: The organizational level having responsibility for a major functional area of ECC management (Direction, Coordination, Resources, Information).

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a manager or supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor: The Incident Command System title for an individual responsible for an ECC Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency.

Tactics: Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

Task: A standardized action to support a specific mission or operational need; to accomplish the completion of a tactic.

Technical Assistance: Support provided to state, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as PPE assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United

States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multi-jurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction, or when incidents cross political jurisdictions, or when incidents cross functional disciplines. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and agreed upon objectives.

Unity of Command: Principle of management stating that everyone involved in incident operations will be assigned to only one supervisor.

ACRONYMS

AAR After Action Report
AC Area Command
ALE Animal Law Enforcement
ARC American Red Cross
ARES Amateur Radio Emergency Services
BoCC Board of County Commissioners
CAPS Community Advancing Public Safety
CERT Community Emergency Response Team
COG/COOP Continuity of Government/Continuity of Operations
CONOPS Concept of Operations
COVOADS Colorado Volunteer Organizations Active in Disasters
CPG 101 Comprehensive Preparedness Guide 101
CSP Colorado State Patrol
CDFPC Colorado Division of Fire Prevention and Control
CDHSEM Colorado Division of Homeland Security/Emergency Management
DAC Disaster Assistance Center
DESS Division of Emergency and Safety Services
DOC Department Operations Center
DOLA Department of Local Affairs
DORA Department of Regulatory Affairs
DSR Damage Survey Report
EAS Emergency Alert System
ECC Emergency Coordination Center
EHS Environmental Health and Safety
EMAC Emergency Management Assistance Compact
EMAP Emergency Management Accreditation Program
EMI Emergency Management Institute
EMS Emergency Medical System
EOC Emergency Operations Center
EOP Emergency Operations Plan
EPCPH El Paso County Public Health
EPI Epidemiology
EPSO El Paso County Sheriff's Office
ESF Emergency Support Functions
FEMA Federal Emergency Management Agency
FPD Fire Protection District
HazMat Hazardous Materials
HMP Hazard Mitigation Plan
HSEEP Homeland Security Exercise Evaluation Program
HSPD Homeland Security Presidential Directive
HSPPR Humane Society of the Pikes Peak Region
IC Incident Commander
ICP Incident Command Post
ICS Incident Command System
IGA Inter-Governmental Agreement
IMT Incident Management Team
IP Improvement Plan

IPAWS Integrated Public Alert & Warning System
JIC Joint Information Center
JIS Joint Information System
MAA Mutual Aid Agreement
MOA Memorandum of Agreement
MOU Memorandum of Understanding
NIMS National Incident Management System
NRF National Response Framework
OEM Office of Emergency Management
OFM Office of the Fire Marshal
PIO Public Information Officer
POC Point of Contact
PPE Personal Protective Equipment
PPROEM Pikes Peak Regional Office of Emergency Management
SAR Search and Rescue
SCHCC South Central Health Care Coalition
SCR South Central Region
SCRVOAD South Central Region Volunteer Organizations Active in Disasters
SCU Special Communications Unit
SME Subject Matter Expert
SNS Strategic National Stockpile
SOP Standard Operating Procedures
UC Unified Command
UCCS University of Colorado Colorado Springs

ASSOCIATED PLANS / ANNEXES / APPENDICES / ATTACHMENTS

