All Hazards Emergency Operations Plan

Las Cruces & Dona Ana Community College (Espina) Campuses

June 26, 2014

NM STATE UNIVERSITY

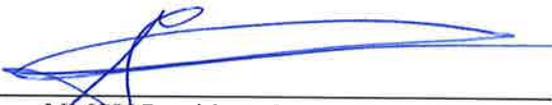**Prepared by the NMSU Emergency Planning Committee in coordination with NMSU entities**

Central Administration Response Team
Environmental Health & Safety
Facilities and Services
Fire Department
Information and Communication Technology
Police Department
University Communications

Contains Restricted Information

Preface and Approval to Implement

This document constitutes the All Hazards Emergency Operations Plan for the NMSU Las Cruces campus and DACC (Espina) campus. It will be referred to as the "LC AHEOP" or the "Plan" throughout this document. It has been prepared by the NMSU entities previously listed, pursuant to NMSU Policy 2.25. This June 26, 2014 Plan supersedes all previous versions; it also serves as the pertinent annex to (or section in) the City of Las Cruces/Doña Ana County All Hazards Plan, and any other such plans that rely upon it.

The LC AHEOP consists of nine sections and eleven appendices, as indicated in the following table of contents. The appendices contain detailed personal contact and lines of succession, tactical and procedural information and protocols, which may be updated periodically, without the approval of the NMSU President, unless the change substantively affects material in Sections I-IX.

SIGNED: _____   DATE: ___8/19/14___

NMSU President Garrey Carruthers

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I. PURPOSE

This Plan provides the approach to emergency management utilized at NMSU. It is not intended to be a step-by-step, detailed plan that lists every possible action that can be taken. Instead, it is designed to be a guiding document for Las Cruces and DACC (Espina) campus administrators and emergency response personnel for the handling of major incidents and disasters. (It also may serve as a template for the other NMSU System components to assist them in the preparation of their emergency operations plans.) It establishes a framework within which these administrators and responders work in order to ensure coordination, communication, and cooperation in times of crisis. It also establishes the relationships between, and responsibilities of, the various entities involved.

All major units at the Las Cruces and central DACC (Espina) campuses (e.g., colleges, departments, or other units) are required to prepare and maintain the following separate emergency planning documents.

Unit-Level Emergency Action Plans: These plans are intended to address exit and safety responses of unit-level personnel to hazards such as natural disasters, fires, hazardous material spills, and active shooters. The goal of these plans is to get unit-level personnel and those in the area (to include students and visitors) to safety as quickly as possible; they are not intended to address actual response to the threats presented by said hazards. A component of a unit-level emergency action plan must be notification of emergency response personnel and communication within the unit.

Lines of Succession: All units shall maintain a listing of who is in charge, along with a line of succession of 2 or more additional people, if possible. Contact information for said individuals must be readily available, and the line of succession and contact information shall be communicated within each unit and to the next level of supervision.

Contact and Communication Plans: These plans identify the mechanism to be used for contacting unit personnel in the event a disaster takes place outside of business hours. This may include use of telephone trees, e-mail, personal visits to homes, etc. (NOTE: Communication during an emergency should be addressed within the Unit-Level Emergency Action Plan.)

Continuity of Operations (CoOP) Plans: These plans identify the key missions carried out by the unit, identifies mechanisms for continuing to meet/achieve them during or after a disaster and a very important list of essential positions and their functions.

Assistance in developing these plans is available from Environmental Health & Safety, including but not limited to the Communicable Disease Preparedness Committee. In addition, public safety entities at NMSU are expected to maintain policies, procedures, and guideline manuals for their personnel that provide proper guidance in both daily and emergency situations.

II. PLAN AUTHORITY

This Plan is developed in accordance with the authority granted to the Board of Regents of New Mexico State University by the New Mexico Constitution (Article XII, Section 13) and state statute (21-8-3 NMSA 1978 et seq.)[1] to control and manage the university. By policy, the Board of Regents has delegated the authority to manage the daily operations of the university, including authority to approve emergency planning documents, to the NMSU President who has in turn authorized personnel in certain departments to take those actions necessary for mitigating, preventing, preparing, responding, and recovering to/from emergencies and disasters.

For satellite facilities or campuses, the person in charge of such facility has full authority to take those actions necessary to preserve life during an emergency, to include evacuation of buildings and requesting assistance from local public safety agencies without need to first obtain authorization, however, the NMSU President must be notified immediately. Formal declarations of emergency must still come from the NMSU President or the President's designee.

(A listing of additional statutes and references related to emergency plans and management is contained in Appendix B.)

III. DECLARATION OF EMERGENCY

The NMSU President is authorized to declare a state of emergency and/or a disaster at NMSU or any of its sections or divisions as is deemed appropriate. Such a declaration shall invoke all agreements and plans (to include the City of Las Cruces/Doña Ana County All Hazards Plan and/or the State of New Mexico All Hazards Plan) necessary and appropriate for resolving the pending crisis. When the President is not available, the line of succession for said office shall be followed, with all such individuals having the authority to declare a disaster or emergency in the absence of the President.

IV. EMERGENCY MANAGEMENT STRUCTURE

New Mexico State University utilizes the National Incident Management System (NIMS) and its subcomponent, the Incident Command System, as its crisis management model. This provides not only for a consistent approach in how incidents are managed within NMSU, but also facilitates the ability to coordinate with regional, state, and national plans in the event the incident requires utilization of those resources.

NMSU will comply with federal and state training in this area. Personnel with a direct role in emergency preparedness, incident management, and those who may reasonably be expected to be called upon for emergency management decisions during an emergency must complete the appropriate NIMS course.   Training is available through NMSU Police or NMSU Fire Departments.

The Chief of Police and the Chief of Fire Department (or their respective designees) are responsible, as appropriate depending upon the type of emergency, for acting as the incident

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[1] 21-8-3 NMSA 1978, et seq.: The management of said college [university] and experiment station, the care and preservation of all property, of which such institution shall become possessed, the erection and construction of all buildings necessary for the use of said college [university] and station, and the disbursement and expenditure of all moneys provided for by this act, shall be vested in a board of five regents.

commander on the scene of disasters and emergencies. (*See* Section V below). They are authorized to conduct evacuations, shelter in place, close buildings, block roads, and take other such actions as are necessary for the immediate preservation of life and property. They may also request mutual aide pursuant to written agreements with other agencies without the need for a presidential declaration. In addition, they are authorized to activate the Central Administration Response Team ("CART") and the City of Las Cruces/Doña Ana County Emergency Operations Center in support of their emergency operations.

The NMSU System CART (also serves as the NMSU Las Cruces/DACC Espina CART) is available to assist in long-term management (consequence and recovery) of emergencies. The NMSU System CART consists of positions and personnel from three distinct groups, as listed below.

- CART Command's primary responsibility is to make decisions relating to disaster/emergency consequence and recovery management for the NMSU system.
- CART Operations primary responsibility is to advise and carry out objectives given by CART Command.
- CART Resource Personnel for Incident Management and Operations primary responsibility is to serve as either Incident Command or Emergency Responder as part of the active resolution of the emergent circumstances, and to provide information when feasible and as requested to CART Command and CART Operations.

Any member from the CART's three distinct groups may convene the CART, as that member deems necessary.

NMSU System CART Command:
NMSU President
Executive Vice President and Provost
Senior Vice President for Administration and Finance
Special Assistant to the President
Chief of Staff
Associate Vice President for University Communications & Marketing Services
Vice President for Student Affairs and Enrollment Management
University General Counsel

NMSU System CART Operations:
Assistant Vice President for Human Resource Services
Associate Vice President for Facilities and Services
Dean of Students
Associate Vice President for Administration and Finance
Chief Information Officer and Associate Vice President for Information Technology
Procurement Services and Risk Management

CART Resource Personnel for Incident Management and Operations:
NMSU Police Department	Information& Communication Technology
NMSU Fire Department	Campus Health Services
Environmental Health and Safety	Housing and Residential Life
Facilities Operations and Utilities	VPR Biosafety Officer
News and Media Relations	

V. INCIDENT COMMAND

Responsibility for management and incident command during an emergency at NMSU Las Cruces, Doña Ana (in general) is broken down as follows:

Police Department – Responsible for tactical plan development and management of incidents that involve:
- Traffic crashes
- All crimes
- Known or suspected criminal involvement (including terrorist incidents)

Fire Department – Responsible for strategic and tactical plan development for the management of incidents that involve:
- Fires and/or facility damage
- Mass casualty incidents
- Heavy or confined space rescue
- Hazardous Materials Incidents

Campus Health Services– Responsible for medical incident command, consisting of tactical plan and medical management of incidents involving communicable disease.

Facilities and Services – Responsible for tactical plan development and management of utility outages.

While a single incident commander normally handles the command function at an incident, when appropriate, such as when an incident overlaps areas of responsibility, a unified command structure may be utilized. This is when representatives of multiple departments, offices, or individuals share in the command process. Such a structure may also be appropriate when responsibility for an incident is shared with off-campus jurisdictions or agencies.

During an incident, the designated Incident Command, as appropriate, are responsible for duties such as the following:

- Scene safety
- Direction and control of on-scene response to the event and management of emergency resources committed to the incident
- Warnings and advisories to people near the incident
- Determination and implementation of evacuations, sheltering in place, closing of buildings or roads, etc. necessary to protect life and/or property

VI. ROLES OF PRESIDENT AND CART

The NMSU President (or president's designee) is responsible for the following:

- Establishing objectives, policies, and priorities for safety at NMSU prior to an event (in order to guide the preparation, prevention, and response activities of emergency response personnel and others involved in the process)

- Obtaining and allocating resources in accordance with the objectives, policies, and priorities set forth
- Leadership of the CART
- Coordination of various units within the university in response to a major incident or disaster
- Determination of cancellation of classes or closing of the university
- Declarations of disaster and/or requests for assistance from other governmental entities

In addition to the above, the CART is responsible for the following:

- Disaster consequence and recovery management including but not limited to continuity of operations for the University
- Sending a liaison to the scene to maintain communication flow with the Incident Commander
- Community-wide warnings and information
- Resource support for the incident
- Tracking of employees and students relocated by the incident

VII. COMMUNICATION WITH THE COMMUNITY

A critical component of any emergency management plan is the dissemination of information to the community. The timely distribution of accurate information and guidelines serves multiple purposes, including helping citizens protect themselves from hazards, keeping people away from emergency scenes, and controlling rumors. NMSU has been utilizing a multi-tiered approach to reach the largest possible audience in the shortest period of time. It is important to understand that no single system can reach the entire populace of the university. Each of the tools below have individual limitations (such as there are no telephones inside classrooms to receive telephone emergency messages, and some professors do not allow students to bring cell phones into classrooms where they might receive text emergency messages). NMSU will exercise discretion on the best method of notification based on the circumstances of the emergency.

The following are the methods currently in place at NMSU:

Emergency Response Personnel (PUSH): There will be direct communication from the personnel on scene to those in the immediate area. This may be face-to-face, or via a public address system (which is in all of the police vehicles). While limited in range and reach, this provides the most immediate communication between responders and those in the area.

NMSU Faculty & Staff Responsible For Areas (PUSH): Emergency responders may also ask those responsible for a particular area (such as Resident Assistants in Housing) to provide additional information and take particular measures. The actual measures recommended will depend on exactly what is happening (gunman, fire, bomb threat, hazardous material spill, etc.), but may include evacuating an area, moving to an area of refuge, or sheltering in place.

Emergency Notification System (PUSH/PULL): This is a multi-faceted notification system that allows either the on-scene NMSU responders or authorized university personnel to send an emergency message. This system can send voice phone messages, cell phone text messages and email messages almost simultaneously. An emergency notification system has been in place on

Las Cruces, Doña Ana campus since 2003, and has been used in many emergency responses. *See also* Outdoor Weather Warning Sirens, below.

E-Mail System (PULL): In addition to the above, campus-wide e-mails may be used to provide information to all students, faculty, and staff.

NMSU Website (PULL): In the event of an emergency, an alert message may be deployed onto NMSU home Web page. At some time, the type of incident may warrant a complete "tear-away" and replacement of the Home Page to display only Emergency Notifications.

NMSU Call Line (PULL): NMSU also operates a call-in line (646-1000) that can be used to post information for the public to call in and receive. This line utilizes a recorded message format that can used to provide status and update information. It can provide similar information as the website, without the need to have computer access.

News Media (PUSH): The news media are used to push out information via newspaper, Internet, radio and television. A number of public information officers in the region have participated in a Southern New Mexico Public Information Officers Association since 2006 in order to provide coordinated media releases, joint information center operations, and backup support to each other. Some of these individuals can also activate the Emergency Alert System (that replaced the Emergency Broadcast System in 1997) to generate emergency tones and messages on local radio and television stations.

ADAPt (PULL): The Alternate Disaster Answering Point has been operational since March 2, 2007. This system differs from the above communication methods, as it is a call-in system designed to allow the university to answer a large volume of incoming telephone calls. This is a critical component of emergency communication, as it provides a mechanism for the community to contact the university and emergency management personnel to ask questions, provide information, or obtain further direction. This system is also identified as a key asset for regional use during disasters based on requests from the Office of Emergency Management.

Outdoor Weather Warning Sirens (PUSH): NMSU maintains outdoor warning sirens that can be used to notify the outdoor campus community in the event of severe, life-threatening weather. This system is maintained by Facilities and Services, and is activated by the Emergency Dispatch Center.

Digital Signage (PUSH):   There are approximately 40 digital signs located internal to some buildings on the NMSU Las Cruces campus that are tied to the Emergency Notification Systems that are activated when NMSU places an emergency message on www.NMSU.edu .

VIII. READINESS, RESPONSE AND INCIDENT LEVELS

READINESS
A community prepared for emergencies is most likely to be able to recover from a disaster. As a result, university offices and officials are strongly encouraged to notify all employees and students under their control of how to obtain assistance in an emergency (such as calling 911), how to reduce their chances of being involved in an emergency (such as avoiding driving through arroyos with flowing water), and what to do in common emergency situations (such as evacuation of buildings, use of fire extinguishers, and review of unit-level emergency plans). There are a variety of courses available on the campus to assist in this endeavor (http://www.nmsu.edu/safety).

NMSU Emergency Planning and Preparedness website is a quick reference guide to prepare for emergencies http://www.nmsu.edu/emergencyplanning/ .

Additional emergency planning information is available at http://www.nmsu.edu/~safety/emergency.htm.

Public safety entities on the campus are also expected to be prepared to carry out their assigned missions. All personnel should be properly trained in the roles they might reasonably be expected to fill and/or the duties they might carry out. Equipment provided by the university should be maintained in proper working order, and employees should regularly practice with or actually use it. Whenever items may be required that are not normally available, the public safety entities should have a mechanism for locating and obtaining (often through mutual aide agreements or the EOC) the equipment or resources necessary.

RESPONSE LEVELS

Incidents can develop quickly, or they may build up over a period of time. Response to each differs, as the amount of time available in which to make decisions and take actions is significantly different. Recognizing this, the following are the response levels in use at NMSU:

NORMAL Conditions
At this level, emergency response personnel carry out their normal duties. Notification of an incident may be received through a telephone call (generally 911) into the Emergency Dispatch Center. Units will be assigned to respond to and handle the incident as appropriate, and an Incident Command Post may be established at or near the scene. Limited assistance from other jurisdictions or agencies may be requested pursuant to mutual aide agreements. CART personnel may be assembled to be briefed on a situation at this level, but will not need to take any official action.

EVENT Conditions
A number of special events are held at the university. When an event is scheduled, representatives from all involved departments (to include police and fire) engage in developing a plan for safely handling the event. This may involve obtaining assistance from other jurisdictions or agencies, closing roads, buildings, or parking lots, or other such action as is necessary to make the event as safe as is reasonable based on the information available. As with the normal condition level, CART personnel may be briefed on situations taking place at this level, but will generally not need to take any official action as a group.

WATCH Conditions
When information is received that indicates an extraordinary hazard to the university community may exist (such as severe weather, a violent criminal in the area, etc.), emergency response personnel and the CART may go into a "watch" condition. At this level, personnel are tasked with monitoring the situation continuously (such as weather radar, water levels, or indications of violence), informing CART, and preparing messages that can be sent out if circumstances change. A general advisory may be sent out to the community to make them aware of the situation and prepare them to be ready to take action should the situation change. During this level, receipt of 911 calls is not necessary to learn about the overall emergency since the appropriate officials are already aware of it. However, 911 calls to report specific problems (such as people who are ill or injured) may still be appropriate.

WARNING Conditions

At this level, there is information that there is a direct threat to or near the university, and a high degree of alertness is involved. Warnings are generally issued to the community with specific directions on what to do (e.g., seek shelter). Depending on the amount of time available beforehand, the CART may already be assembled and able to assist in this process. If not, emergency response personnel will be responsible for all actions, decisions, and primary notification necessary until such time as the CART can be assembled and briefed.

EMERGENCY Conditions

When a large-scale disaster or emergency actually takes place (e.g., the event warned about transpires), actions need to be taken to respond to and control the situation(s). Multiple events may be taking place simultaneously, and/or a large number of buildings or people may be involved. Priority during such incidents must be preservation of life whenever possible, followed by stabilization or rescue of property. Actions that place lives in danger (such as people jumping into flood waters to try to save property) should be avoided. Continual contact with the community through whatever means are still available should be utilized at this level to continue to offer guidance and support.

INCIDENT TYPES/LEVELS

Each incident can be classified based on its magnitude or scale. In turn, this allows emergency response personnel to quickly identify the number and types of resources that might be needed to respond to and handle the emergency. The following types/levels are based on the ICS-200 course by FEMA, and are utilized by NMSU and surrounding entities:

Type 5: At this level, the incident can be handled by the agency/agencies responding from within the jurisdiction. These are handled within a few hours (a single operational period), and are generally considered the "normal" activities of an agency (such as a traffic stop or arrest). Generally, incident command positions are not identified and filled at this level.

Type 4: Incidents at this level require more resources, but are still able to be handled by the resources within the community. They may take longer, but on-scene operations are still completed within one operational period. Higher level incident command positions may be needed for this level of incident. An example is a serious crime where investigators must be called to help process a crime scene and collect evidence.

Type 3: At this level, local resources are overwhelmed and assistance from surrounding communities is needed to respond to the incident. This may be handled simply through mutual aide agreements, or it may involve activation of the EOC. Activation at this level may require a declaration of a disaster by the local community (in this case, the NMSU President). Incident command positions are filled at this level.

Type 2: Incidents of this magnitude overwhelm local communities, regardless of mutual aide, and activation of state resources and operations center is necessary. Activation at this level requires a disaster declaration both by the local community, as well as the county.

Type 1: Incidents at this level require assistance from surrounding states either through Emergency Management Assistance Compacts (EMACs), or through request for and activation of federal resources (such as the Federal Emergency Management Agency). Activation at this level generally requires a declaration of emergency by the Governor.

IX. PLAN DEVELOPMENT AND MAINTENANCE

The NMSU Presidents advisory Emergency Planning Committee assists in the coordination of Plan review and regular maintenance with the following NMSU entities.

- Central Administration Response Team (CART)
- Environmental Health & Safety
- Facilities and Services
- Fire Department
- Information and Communications Technologies
- Police Department
- University Communications

At a minimum, this Plan shall be reviewed every two years. Substantive changes require approval from the NMSU President. Annexes and appendices contain personal, tactical information and operational procedures, which may be updated as needed, and which updates shall not require the president's approval, unless a change substantively affects a provision in Sections I-VIII of the Plan.

Once approved, this Plan shall be distributed to the Board of Regents, the university president, the executive vice president and provost, DACC campus president, vice presidents and deans or equivalents. It should also be made available to the university community (without the appendices containing responder sensitive information) through the university's emergency management website (http://www.nmsu.edu/~safety/emergency.htm) and copies shall be placed in key locations (e.g. Emergency Operations Center, EH&S, Police and Fire Dept.).

APPENDICES

Many of the appendices contain responder sensitive information that is restricted from access by the general public (such as home telephone numbers, relatives, vulnerabilities, etc.). Such appendices shall only be released on a need-to-know basis to duly authorized individuals.

APPENDIX B

Select New Mexico Statutes Relating to Public Purchases and Property

13-1-127. Emergency procurements.

A. The state purchasing agent, a central purchasing office or a designee of either may make or authorize others to make emergency procurements when there exists a threat to public health, welfare, safety or property requiring procurement under emergency conditions; provided that emergency procurements shall be made with competition as is practicable under the circumstances. A written determination of the basis for the emergency procurement and for the selection of the particular contractor or vendor shall be included in the procurement file. Emergency procurements shall not include the purchase or lease purchase of heavy road equipment.

B. An emergency condition is a situation which creates a threat to public health, welfare or safety such as may arise by reason of floods, fires, epidemics, riots, acts of terrorism, equipment failures or similar events and includes the planning and preparing for an emergency response. The existence of the emergency condition creates an immediate and serious need for services, construction or items of tangible personal property that cannot be met through normal procurement methods and the lack of which would seriously threaten:
   (1) the functioning of government;
   (2) the preservation or protection of property; or
   (3) the health or safety of any person.

C. Money expended for planning and preparing for an emergency response shall be accounted for and reported to the legislative finance committee and the department of finance and administration within sixty days after the end of each fiscal year.

13-1-128. Sole source and emergency procurements; content and submission or record.

All central purchasing offices shall maintain, for a minimum of three years, records of sole source and emergency procurements. The record of each such procurement shall be public record and shall contain:

A. the contractor's name and address;

B. the amount and term of the contract;

C. a listing of the services, construction or items of tangible personal property procured   under the contract; and

D. the justification for the procurement method.

13-1-191. Bribes; gratuities and kickbacks; contract reference required.

All contracts and solicitations therefore shall contain reference to the criminal laws prohibiting bribes, gratuities and kickbacks.

13-5-3.1. Public buildings; compliance with the national flood insurance program.

A building that receives state appropriations for its construction or that is repaired or improved with state appropriations in an amount greater than fifty percent of the building's value before the repair or improvement shall comply with standards of the national flood insurance program and Section 3-18-7 NMSA 1978.

APPENDIX H
Glossary of Terms and Abbreviations

The following terms and abbreviations are either used in this plan, or are common to the emergency management industry. They are contained here to provide a ready reference for those who may not use them on a daily basis, as well as to insure common understanding of meaning.

Business Contingency Planning: The process of identifying hazards, vulnerabilities, and capabilities (together deemed to be risks) and determining actions to be taken to minimize the risks during a disaster in order to maximize the potential for the business to successfully recover. Often, this process is a balancing act between risk and the cost of minimizing/eliminating the risk (a cost-benefit determination). Generally this is the same as contingency planning, but specific to a business. See also, business continuity.

Business Continuity: This term is frequently favored in the private sector and refers to the process undertaken to develop a plan for ensuring the long-term survival and economic success of an organization after a disaster. It is often used interchangeably with the terms business resumption and continuity of operations. The result of the process is a disaster or emergency management plan. Business continuity planning generally is seen as having a start, but never an end, as the plan developed must be continually tested, evaluated, and updated.

Business Impact Assessment/Analysis (BIA): The systematic evaluation of potential impacts resulting from various events or incidents. It consists of identifying the potential risks, evaluating the possible impact/costs to the organization, and usually methods of addressing these risks. It is through a BIA that an organization understands it vulnerabilities.

Business Recovery: This is the final phase of disaster management and refers to those measures taken in order to return the business to a successful and acceptable level of operation. See also, recovery.

Business Resumption: This term is frequently used in the information technology industry to refer to the process undertaken to develop a plan for ensuring the long-term survival and economic success of an organization after a disaster. It is often used interchangeably with the terms business resumption and continuity of operations. The result of the process is a disaster or emergency management plan.

Capability: The ability to task resources against a risk in order to stop or reduce the loss of life or property. *See also*, risk.

Civil Defense: A system developed during the Cold War era (1950's - 1980's) to help citizens prepare for and respond to a disaster. The term has been replaced with emergency management.

Contingency Planning: The process of identifying hazards, vulnerabilities, and capabilities (together referred to as risks) and determining actions to be taken to minimize the risks during a disaster in order to maximize the potential for the business to successfully recover. Often, this process is a balancing act between risk and the cost of minimizing/eliminating the risk (a cost-benefit determination). Generally this is a broader term than business contingency planning, as it may apply to governmental or other organizational entities.

Continuity of Government (COG): This term refers to the ability of a government to continue to be able to provide services to its populace. This may range from life-safety services, such as first responders, to social programs. Included within COG is the establishment of a line of succession for decision-making (often much deeper than might exist for a private corporation), as well as a continuity of operations plan for essential services.

Continuity of Operations (COOP): This term is frequently favored in public sector organizations and refers to the process undertaken to develop a plan for ensuring the ability to resume supplying critical functions/services during a crisis, as well as ensuring the long-term survival of an organization after a disaster. It is often used interchangeably with the terms business resumption and continuity of operations. The result of the process is a disaster or emergency management plan.

Crisis Management: This is the practice of preventing, responding to, and recovering from an adverse event (e.g., a disaster). This term tends to be used by private businesses, and is generally interchangeable with the term emergency management. The end goal of crisis management is to ensure the longevity/survivability and economic success of the organization.

Crisis-Prepared: This is the term used to describe when an organization has integrated crisis/emergency management into their operations to ensure resiliency and survivability. Contrast with crisis-prone.

Crisis-Prone: This is the term used to describe when an organization has either fragmented or no crisis management plan or capability. Such an organization has a high probability (relatively) of collapse/failure during a disaster. Contrast with crisis-prepared.

Critical: A term often used to describe something as being essential or very important. The use of the terms implies that loss of whatever is being described (e.g., a critical infrastructure) will result in the inability to carry out essential functions and/or the inability to achieve its mission. See also mission critical function and mission critical process.

Criticality: A term used to categorize the level of importance a particular process has in the ability of the organization to carry out its mission. Ratings of criticality often are high, moderate, and low, though some organizations use ratings of critical, essential, and important. Criticality may also be expressed as a factor of time, and represent how quickly a process or function must be restored after a disaster. As such, importance may be classified as Tier 1 (functions that must be restored immediately), Tier II (those that must be restored within 72 hours), and Tier III (those which can be restored after 72 hours without significant adverse impact).

Disaster Management: This is the practice of preventing, responding to, and recovering from an adverse event (e.g., a disaster). This term is generally interchangeable with the terms crisis management and emergency management.

Disaster Preparedness: Those measures taken in order to get ready to respond to and recover from an adverse event (e.g., a disaster). This includes obtaining equipment, developing plans, conducting exercises, training personnel, etc. This is one of the four phases of emergency management, and is often simply called preparedness. This term is most commonly used by private organizations/business.

Disaster Plan: The measures that are pre-identified to be taken during a disaster in order to minimize the loss of life, property, and processes. Generally, these are written down and may be referenced based on specific hazards (such as an earthquake), but they may also include a philosophy and guiding

principles that are not hazard-specific (an "all-hazards" approach). May also be called an emergency operations plan.

Disaster Recovery: This is the final phase of disaster management and refers to those measures taken in order to return the entity (e.g., community) to an acceptable level of operation and normalcy. *See also*, recovery.

Disaster Recovery Plan: The measures that are pre-identified to be taken during a disaster in order to return the organization to an acceptable level of operation while minimizing the consumption of resources (to include people, time, and money). Generally, this will guide the organization/personnel during the recovery phase. May also be referred to as a continuity of operations plan.

Emergency Management: This is the practice of preventing, responding to, and recovering from an adverse event (e.g., a disaster). This term tends to be used by governmental organizations, and is generally interchangeable with the term crisis management. Contemporary emergency management has four parts: Mitigation, Preparedness, Response, and Recovery.

Emergency Management Plan: This is the document/practice/plan that provides guidance and direction in handling the actual emergency. The senior management or leadership of the organization generally uses it to guide them in decision making during the crisis.

Emergency Management Team: This refers to those individuals identified as key in helping coordinate response to an emergency. Those on the emergency management team are frequently the people in charge of critical units within the organization (and essential support functions), and they may have specific training and practice in handling emergencies.

Emergency Operations Center: This refers to the location where the emergency management team monitors the situation, makes decisions, and tasks resources. Generally, the emergency operations center will have basic essentials such as telephones, computers, televisions, and work space. It must be noted that in the public sector, the Emergency Operations Center may be a multi-agency coordination center, where resources are requested, identified, coordinated, and dispatched. In such case, the decision-making may not occur within the Emergency Operations Center, but rather be handled by the incident commander(s) (often located closer to the scene).

Emergency Preparedness: Those measures taken in order to get ready to respond to and recover from an adverse event (e.g., a disaster). This includes obtaining equipment, developing plans, conducting exercises, training personnel, etc. This is one of the four phases of emergency management, and is often simply called preparedness. This term is most commonly used by governmental entities.

Emergency Response Functions (ERFs) – are the basic principles of emergency planning and mitigation, and outlines the process of assessing the emergency response organization's ability to perform four basic functions—emergency assessment, hazard operations, population protection, and incident management.

Emergency Support Functions (EFSs) – are the grouping of certain capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following catastrophic incidents.

Excess Capacity: This refers to the amount of extra capacity a piece of equipment or a company has above what is required to carry out normal functions. Excess capacity may be seen as a waste of resources, or it can be planned in order to handle a surge (such as a call center being able to handle a heavier-than-normal load during a disaster).

Exposure: The result of introducing something of value (a person or property) to a hazard (such as falling debris). *See also*, risk.

First Responder: A term used to refer to those resources (usually police, fire, and emergency medical) immediately deployed in response to an adverse incident. First responders will generally be equipped to address routinely encountered incidents, but generally have limited resources to be able to handle larger, more complex incidents. In such incidents, specialized resources (such as a hazardous materials team, an urban search and rescue team, or a special response team) may be brought in to take over the management of the incident.

Hazard: An event (such as a tornado) that has the potential to adversely impact people or property. A primary hazard is generally the main event (e.g., a hurricane), while a secondary hazard (such as falling debris) is something that results from the primary hazard.

Home Rule: A system wherein local governments are given authority (either constitutionally or through legislation) to regulate purely local matters and to amend their own charters. This system of delegation of authority is common in many parts of the United States and is the result of the inability of state governments to effectively manage local issues.

Hot Site: This term refers to a location that is maintained in a constant state of readiness to take over functions should a primary site fail. It is intended to provide virtually zero return to objective time.

Incident Safety Officer – works as a support officer for the Incident Commander at an emergency scene. The Safety Officer may perform the following functions: prepare a site-specific Safety and Health Plan, identify and cause correction of occupational safety and health hazards, continuously monitor workers for exposure to safety or health hazardous conditions, and alter, suspend, evacuate or terminate activities that may pose immanent safety or health danger to the workers.

Infrastructure: The underlying resources that must be present in order to allow functions and processes to be carried out. Common critical infrastructures include electricity, transportation systems, pipelines, telecommunications, etc. The National Response Plan identified a list of critical infrastructures for the nation.

Insurance: The practice of passing off the potential liability of loss from a risk to someone else in exchange for a fee. The insurance provider will generally base the fee charged on an actuarial study that examines the potential frequency and severity of loss a potential incident might cause.

Long-Term Recovery – the process through which a community or region that experiences a major disaster or emergency returns to its pre-disaster condition or better.

Mirrored: This term refers to the practice of making exact and real time copies of data (usually on a computer hard drive or server). The purpose of the mirrored data is to be able to provide redundancy in the event the primary data storage equipment is damaged or lost.

Mission Critical Function: This refers to a key function that is central to an organization's ability to carry meet its primary goals (to include existing). Thus, if a mission critical function cannot be performed, the organization cannot fulfill its mission. *See also*, mission critical process.

Mission Critical Process: This refers to a key process that is central to an organization's ability to achieve its primary function/mission. Thus, if a mission critical process cannot be completed, the organization cannot fulfill its mission. See also, mission critical function.

Mitigation: A measure(s) taken to reduce exposure to or consequences from a risk that is not event-specific. For example, elevating a building above flood stage reduces exposure to all potential floods and is a permanent, long-term approach. This is one of the four phases of emergency management. Contrast with prevention.

National Response Framework (NRF): The guiding template that establishes the roles, responsibilities, and relationships between federal, state, and local resources during a disaster. It replaced the National Response Plan on March 22, 2008. Significant components of the NRF include a heavier emphasis on preparedness than was contained in the NRP, as well as the allowance of federal resources to respond to a disaster without request from a state when it is obvious that state and local resources are overwhelmed.

National Response Plan (NRP): The guiding document that identifies the relationships between federal, state, and local resources during a disaster. Developed after 9/11/2001, the NRP was replaced by the National Response Framework on March 22, 2008.

Plan: The written document that contains the policies and procedures used to guide the emergency management team during a crisis.

Preparedness: Those measures taken in order to get ready to respond to and recover from an adverse event (e.g., a disaster). This includes obtaining equipment, developing plans, conducting exercises, training personnel, etc. This is one of the four phases of emergency management.

Prevention: The event-specific measure(s) taken to reduce the impact from a risk (such as moving valuables to the second floor of a house during a flood). Generally, prevention is a short-term approach to risk reduction. This contrasts with mitigation.

Privatization: The process of having private businesses/organizations carry out functions traditionally within the realm of the government. Often, privatization is pursued in order to achieve greater efficiency or to remove obstacles. There are various perspectives on the issue of privatization, with some viewing it as a trend toward global control by corporations and others seeing it as salvation for resource-strapped governments, with a myriad of views in between.

Recovery: The returning of processes (or a community) to a state of normalcy following a disaster. This may take hours, days, months, or years depending on the damage done by the event. This is one of the four phases of emergency management, and the actions taken during this phase are sometimes referred to as consequence management (to differentiate with crisis management during the response phase). The recovery phase may begin at the conclusion of the response phase, or it may (and often does) overlap with the latter portions of the response phase.

Recovery Strategy: The specific steps to be taken after an adverse event in order to return a process to its normal level of functioning.

Recovery Support Functions (RSFs) – are the grouping of certain capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to protect lives, property and the environment, restore services and infrastructure during Short-Term and Long-Term Recovery Phases following catastrophic incidents.

Redundancy: This term refers to having multiple means of providing something such that if the primary means fails, the secondary can take over. In terms of electricity, redundancy is often achieved through the use of uninterruptible power supplies and stand-by generators should the power from the main electrical grid be lost.

Resource: An item (person, piece of equipment, funding, etc.) that is available and can be brought to bear to address a need. During a disaster, most initial resources are those provided locally (such as first responders), with outside resources (such as state and federal) being released/deployed hours or days later.

Response: Event-specific measures taken in order to reduce or stop the loss of life and property. Generally, this starts with detection or notification of the event, dispatching of resources, taking action to resolve the event or its impact, and the recovery of the resources. An example is the "response" by fire fighters to a structure fire (starts with an alarm, fire fighters are dispatched to the scene; they put out the fire, and then return to their station to be ready for the next event). This is one of the four phases of emergency management, and is sometimes referred to as crisis management (as opposed to consequence management during the recovery phase).

Responsible Person – is defined as individual(s) who have the authority to direct the management and policies of or make major decisions for a business or organizational entity.

Restoration – Returning a physical structure, essential government or commercial services or a societal condition back to a former or normal state of use through repairs, rebuilding or reestablishment.

Return To Objective (RTO): This is the amount of time that lapses between an adverse event and the return to normal (or acceptable) functioning. Depending on the organization and the process, this may be expressed in terms of minutes, hours, or days.

Risk: The potential adverse impact when people and/or property are exposed to a primary or secondary hazard. Risk is a function of hazard, exposure, vulnerability, and capability.

Risk Analysis: The process of identifying risks to a business or organization (such as loss of power). Organizations will vary in their susceptibility to a given risk based on reliance upon the impacted infrastructure/resource and the availability of alternatives (to include redundancy and alternate routes/paths).

Risk Assessment: This is a final product of a risk analysis and a business impact analysis, showing how each risk relates to organizational continuity.

Risk Management: This term generally refers to the identification of risks and a means of reducing exposure to the risk. For most entities, this is generally treated as a function of obtaining insurance (to pass the risk to someone else in exchange for a monetary fee). However, proper risk management includes taking other measures (such as mitigation) that reduce the exposure (and will also reduce the cost of insurance).

Safety Officer – may perform the following daily functions: prepare a site-specific Safety and Health Plan, identify and cause correction of occupational safety and health hazards, continuously monitor workers for exposure to safety or health hazardous conditions, and alter, suspend, evacuate or terminate activities that may pose immanent safety or health danger to the workers.

Security Officer – is a person who is charged to protect property, assets, or people by maintaining a high visibility presence to deter illegal and inappropriate actions, observing (either directly, through patrols, or by watching alarm systems or video cameras) for signs of crime, fire or disorder; then taking action and reporting any incidents to emergency services as appropriate. They also perform access control at building entrances and vehicle gates and ensure that employees and visitors are accounted for and display proper passes or identification before entering the facility.

Self-Insured: This term refers to an organization that has assumed fiscal responsibility for paying out losses/claims should an adverse incident occurred. This is in contrast with obtaining outside insurance and paying someone else to accept the risk. Self-insurance may be warranted when the cost of obtaining outside coverage is simply too high, when outside coverage simply is not available, or when the organization feels it can mitigate some risks and manage others in a way that is more cost effective. Many governmental entities are self-insured to a certain level, at which point an outside "umbrella" or catastrophic policy starts to provide coverage (thereby accepting lower risks but passing off risks that exceed the level the organization is willing to accept).

Short-Term Recovery – Phase of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery organizations and resources including restarting and/or restoring essential services for recovery decision-making.

Stabilization – The process by which the immediate impacts of an incident on community systems are managed and contained.

Unfunded Mandate: This is a process whereby a higher level of government (such as the federal government over a state) establishes a requirement but does not provide resources (particularly money) to meet the requirement. Often, such requirements are tied to the ability of the subordinate government to continue to receive other funding already provided (often in an unrelated or marginally related area). An example is the now defunct requirement of the federal government for states to set maximum speed limits on highways at 55 miles per hour, with the threat of losing highway maintenance and development funding.

Uninterruptible Power Supply (UPS): This refers to a battery-powered system that constantly monitors the electrical power provided by the main grid and takes over to provide power to downstream resources (such as lighting and computers) should the grid-provided power be of unacceptable quality (or in case it is lost all together). UPS are usually employed as a means of achieving redundancy, and may serve either a single piece of equipment or be scaled up to supply power to multiple pieces of equipment (such as a rack of servers or even an entire building). The amount of time a UPS will provide power is a function of its capacity (how much power it has stored) and the load (power requirements) of the equipment that is running off of it.

Vulnerability: The extent to which something (e.g., a process) is susceptible to a given hazard once exposed.