



EASTERN NEW MEXICO UNIVERSITY ROSWELL

EMERGENCY OPERATIONS PLAN

LETTER FROM THE CHANCELLOR

The Eastern New Mexico University System is committed to providing a safe and secure learning and working environment for our students, faculty, staff, and visitors. We are committed to emergency preparedness initiatives and this Emergency Operations.

The plan is a demonstration of our dedication and commitment. Helping to keep members of our community safe and secure is a high priority. This effort requires a continued commitment to emergency preparedness. Emergency operations plans are a critical part of our continuing effort to guide the ENMU System in planning for, responding to, and recovering from incidents that may affect us.

We are proud and fortunate to be surrounded by outstanding first responders, which include various security divisions, police departments, fire departments, and emergency medical services. They provide the services vital to maintaining a safe living and learning environment, but they have the support of the citizens of our community in order to do their jobs. I urge all members of the ENMU System to examine this Emergency Operations Plan and other emergency preparedness information related to your areas as we rededicate ourselves to the never-ending task of maintaining a safe and secure environment.

Each member of our campus communities is responsible for taking reasonable measures to prepare themselves for an emergency. Individual preparedness is a fundamental step in meeting our commitment to fellow students, faculty, staff, and visitors. Well thought out and implemented emergency and continuity plans can significantly enhance the safety of our campus community as well as our ability to sustain operations during disruptive incidents.

Please familiarize yourself with the roles and responsibilities associated with this plan. We can be successful if we work together. I am committed to joining you in our efforts to meet this shared responsibility.

Sincerely,

Dr. Patrice Caldwell
ENMU Interim System Chancellor

A MESSAGE FROM THE ENMU-ROSWELL PRESIDENT



Situations requiring emergency responses can happen without advanced warning. Our campus could experience an emergency situation anytime, with little notice. This manual provides planned responses to a variety of disasters and threats, with a focus on safety and security. I encourage you to become familiar with this manual to understand our campus's intended responses if an emergency occurs.

If a disaster occurs, information about the situation and directions will be provided as soon as possible through our emergency notification system, campus website, and social media outlets.

Sincerely,
Shawn Powell, Ph.D.
President, ENMU-Roswell

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INTRODUCTION

1. Purpose

The Eastern New Mexico University Roswell (ENMUR) Emergency Operations Plan (EOP) describes how the University prepares for and responds to emergencies, addresses all types of hazards, and establishes policies, methodology, responsibilities, and operations designed to effectively and efficiently address the needs of ENMUR during a planned event and unplanned incidents. It is intended to be a “living document” that will reflect the continually evolving environment at ENMUR with each update. The plan is written in accordance with and is intended to address the intent of the OSHA 29CFR 1910.38 and other applicable standards.

The primary objectives of the EOP are to:

- Contribute to the pre-planning of events hosted at ENMUR
- Contribute to the protection of life, property, and the environment
- Contribute to the safety of students, faculty, staff, and visitors
- Minimize disruption of Campus operations and activities
- Mitigate damage and casualties in the event of an unplanned event
- Effectively manage the response operations to an emergency affecting ENMUR
- Effectively work with internal resources and external partners during emergency operations.
- Restore the University to normal operations

2. Scope

This EOP applies to all personnel, divisions, departments, and offices on property owned, operated, or controlled by ENMUR, as applicable. This plan addresses coordination and management of emergency preparedness, response, recovery, and mitigation operations and various emergency functions carried out by identified divisions, departments, offices, and incident management teams.

Concepts in this plan apply to any event or incident when the health, safety, or security of students, faculty, staff, or visitors could be threatened. Since ENMUR is vulnerable to a variety of natural and human-caused hazards, this plan takes an all-hazards approach. The concepts in this plan can be used for all incidents that may affect ENMUR operations.

ENMUR embraces the individual differences of our students, faculty, staff, and visitors. Some members of the campus community have access and functional needs, which may require certain accommodations. Divisions, departments, and offices will plan for People with Access and Functional Needs (PAFN) accommodations during emergency preparedness, response, recovery, and mitigation efforts.

ENMUR developed this EOP in collaboration with ENMU Roswell and University system representatives, other internal and external stakeholders, and emergency management professionals. The roles and responsibilities of identified parties are included in this plan.

Training and exercises should be regularly conducted in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines to ensure University capabilities. Primary Departments and Incident Management Teams are responsible for supporting emergency management and public safety efforts, conducting exercises, and facilitating training to assist in ENMUR's preparation for, responses to, and recovery from an incident that may affect the Campus. ENMUR will cooperate with the Chaves County and City of Roswell Offices of Emergency Management, State, County and Municipal Police and other responders in the development of emergency response plans and participate in multijurisdictional emergency planning exercises.

3. Campuses, Education Centers, and Other Locations

The ENMU System has a variety of campuses, facilities, and academic programs in New Mexico. Branch campuses like ENMUR also operate under the auspices of ENMU-Portales as part of the system. The branch campus' president, positional equivalent, or their designee are responsible for appropriate planning, conducting training, and conducting exercises to assist in the preparations for responses to and recovery from incidents that may affect the branch facility.

Emergency operations at the ENMUR campus and education facilities will be managed locally whenever possible within their respective jurisdiction, capabilities, and resources. Response and recovery efforts will be carried out in accordance with the ENMUR's specific operations and protocols.

Capabilities, resources, and the need for additional assistance will vary depending on the incident. If an incident exceeds the capabilities of ENMUR, other University divisions, departments, offices, or units from the main campus may be sent to provide additional resources as requested.

For more information regarding the Eastern New Mexico University System, see:

www.enmu.edu

PLAN DEVELOPMENT AND MAINTENANCE

The Emergency Resource Committee is a multidisciplinary committee that oversees the emergency management program reviews, is responsible for the development and maintenance of this EOP and evaluates all exercises and actual emergency or disaster incidents. The committee reviews after-action reports (AAR), identifies opportunities for improvement, and recommends actions to take to improve the emergency management program. The after-action reports, identified opportunities for improvement, and recommended actions to improve the emergency management program are forwarded to senior leadership for review.

The EOP will be reviewed every two (2) years or more frequently as needed. Each division, department, office, or unit mentioned in the plan is responsible for providing the Emergency Resource Committee with updated information as appropriate.

Revisions may be made based on operational and regulatory changes, best practices, and corrective actions identified through exercises or emergency activations and assessment processes. All requests for procedural changes, suggestions, or recommendations will be submitted in writing to the Emergency Resource Committee for technical review. All changes recommended by the Emergency Resource Committee will be submitted in writing to the Administrative team for evaluation and recommendation. The President shall have the final authority for adoption.

PLANNING ASSUMPTIONS

ENMUR has developed this EOP to prepare for emergency response efforts with the following assumptions:

- An incident may occur at any time of the day or night, weekend or holiday, and with little or no warning.
- The succession of events in an incident is not predictable.
- Published operational plans may require modifications in order to meet the requirements of an emergency.
- ENMUR is exposed to a variety of natural, technological, and human-caused hazards that have the potential to disrupt the community and cause damage.
- Incident Management Teams will be able to oversee and manage ENMUR emergency response and recovery efforts.
- Incidents affecting the ENMUR campus and locations may also impact the surrounding community.
- It is necessary for ENMUR to prepare for and carry out emergency response and recovery operations in conjunction with external partners.
- ENMUR divisions, departments, offices, units, and personnel are responsible for the emergency functions as outlined in this plan.

HAZARDS

The ENMUR campus is vulnerable to both natural, technological, and human-caused hazards. The ENMU System has taken into consideration these risks in the development of this all-hazards based plan. ENMUR maintains and updates a Hazard Identification and Risk Assessment (HIRA) process every two (2) years or more frequently as needed. Completed with assistance from the community and strategic partners, this HIRA prioritizes the potential emergencies ENMUR may experience, defines mitigation activities, assesses the potential impact, and serves as the basis for defining planning, preparedness, and exercise activities.

The results of the HIRA can be found in **Appendix A** of the EOP.

EMPLOYEE TRAINING

Professional development opportunities related to emergency management are readily available to all ENMUR employees. All personnel are responsible for facilitating their own professional development related to emergency management. This professional development may be supplemented by resources from the ENMU Department of Public Safety. Additionally, the Federal Emergency Management Agency (FEMA) provides training resources free of charge. These resources can be located at <https://training.fema.gov/>.

Professional development and pre-planning are critical to emergency preparedness. ENMUR has determined that a minimum of the following coursework is necessary to assist with acceptable preparedness standards. This course work is further outlined in **Appendix B**.

4. Steps to Access Training

To access the courses listed above, employees should complete the following steps.

- A. Register for FEMA Student Identification Number at <https://cdp.dhs.gov/femasid> (please note: the https:// preceding the URL is required).
- B. Register for and complete Online Coursework at the FEMA Online Training Site: <https://training.fema.gov/is/>
- C. Print certificate(s) of completion and provide to the Office of Human Resources (Human Resources places certificates in employee's personnel file).

CONCEPT OF OPERATIONS

1. Overview

University divisions, departments, and offices respond to emergencies using pre-established standard operating procedures. When incidents increase in magnitude, additional resources and coordination may be required to support emergency response and recovery efforts.

During an incident at ENMUR, including planned events, the Incident Command System (ICS), as established by the Federal Emergency Management Agency (FEMA), shall be the response management structure used to organize the University and provide response leadership during any emergency. The Incident Commander or Unified Command is empowered to carry out all actions necessary to protect life and property while achieving the objectives established for the response.

ICS is the model tool for command, control, and coordination of a response, and it provides a means to coordinate the efforts of the University and external partners as they work toward the common goal of stabilizing an incident and protecting life, property, and the environment. The ICS structure provides flexibility for expansion and contraction of the size of ENMUR's response and, by extension, its scope. To the greatest extent possible, ENMUR's operations will conform to ICS standards; Staff assigned to emergency response roles will be deployed and supervised under ICS.

Consistent with ICS, ENMUR's operations incorporate the basic structure of ICS while making necessary adjustments and incorporating Functional Annexes to meet the unique needs of the University. Annexes are the parts of the EOP that begin to provide specific information and direction and focus on operations: what the function is and who is responsible for carrying it out. An annex identifies actions that ensure effective response and aid in preparing for emergencies and disasters.

2. Incident Command System (ICS) Organization

The following descriptions provide an overview of ENMUR's response management structure using ICS as the basis for the organization of activities and resources. This structure is scalable and flexible by design, and only those elements required are activated for a given response.

3. Command Staff

Command Staff serve as the primary decision-makers for the incident and supervise and manage the response. Command Staff set incident objectives and strategies and provide guidance to all Sections of ICS. Command Staff positions include:

- A. Incident Commander (IC) / Unified Command (UC): Oversees and manages the entire incident response and ensures that all sections work in concert. The Incident Commander has primary responsibilities during an incident.
 - Ensuring Incident safety
 - Determine the ICS structure needed for the incident and make assignments for roles

- Establishes the goals, objectives, strategies, and priorities for the event (SMART - Specific, Measurable, Action-oriented, Realistic, Time Specific)
 - Create or define the operational periods
 - Providing information to internal and external stakeholders
- Note: The Incident Commander may appoint one or more Deputies. Deputy Incident Commanders must be as qualified as the Incident Commander. A Deputy Incident Commander may be designated to:
- Perform specific tasks as requested by the Incident Commander.
 - Perform the incident command function in a relief capacity.
 - Represent an assisting agency that shares jurisdiction.

B. Safety Officer:

- Identify and mitigate hazardous situations.
- Ensure safety messages and briefings are made.
- Exercise emergency authority to stop and prevent unsafe acts.
- Review the Incident Action Plan for safety implications.
- Assign assistants qualified to evaluate special hazards.
- Initiate preliminary investigation of accidents within the incident area.
- Participate in planning meetings.

C. Public Information Officer (PIO):

- Determine, according to direction from the IC, any limits on information release.
- Develop accurate, accessible, and timely information for use in press / media briefings.
- Obtain IC's approval of news releases.
- Conduct periodic media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Monitor and forward media information that may be useful to incident planning.
- Maintain current information, summaries, and / or displays on the incident.
- Make information about the incident available to incident personnel.
- Participate in planning meetings.

D. Liaison Officer:

- Act as a point of contact for agency representatives.
- Maintain a list of assisting and cooperating agencies and agency representatives.
- Assist in setting up and coordinating interagency contacts.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.

4. General Staff

The chiefs of each ICS section (Operations, Planning, Logistics, Finance / Administration) comprise the General Staff under ICS. Their respective responsibilities are as follows:

A. Operations Section Chief:

- The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan (IAP) provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations. Primary responsibilities of the Operations Section Chief are to:
 - Assure the safety of tactical operations.
 - Manage tactical operations.
 - Develop the operations portion of the IAP.
 - Supervise the execution of operations portions of the IAP.
 - Request additional resources to support tactical operations.
 - Approve release of resources from active operational assignments.
 - Make or approve expedient changes to the IAP.
 - Maintain close contact with IC, subordinate Operations personnel, and other agencies involved in the incident.

B. Logistics Section Chief:

- The Logistics Section Chief provides all incident support needs. The Logistics Section is responsible for providing:
 - Facilities / Transportation / Communications / Supplies / Equipment maintenance and fueling / Food services (for responders) / Medical services (for responders).
- Major responsibilities of the Logistics Section Chief are to:
 - Provide all facilities, transportation, communications, supplies, equipment maintenance and fueling, food and medical services for incident personnel, and all off-incident resources.
 - Manage all incident logistics.
 - Provide logistical input to the IAP.
 - Brief Logistics Staff as needed.
 - Identify anticipated and known incident service and support requirements.
 - Request additional resources as needed.
 - Ensure and oversee the development of the Communications, Medical, and Traffic Plans as required.
 - Oversee demobilization of the Logistics Section and associated resources.

C. Planning Section Chief:

- The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the IAP, informal briefings, or through map and status board displays. Primary responsibilities of the Planning Section Chief are to:
 - Collect and manage all incident-relevant operational data.
 - Supervise the preparation of the Incident Action Plan (IAP).

- Provide input to the IC and Operations in preparing the IAP.
- Incorporate Traffic and Communications Plans and other supporting materials into the IAP.
- Conduct and facilitate planning meetings.
- Compile and display incident status information.
- Establish information requirements and reporting schedules for units (e.g., Resources and Situation Units).
- Establish specialized data collection systems as necessary (e.g., weather).
- Assemble information on alternative strategies.
- Provide periodic predictions on incident potential.
- Report significant changes in incident status.
- Determine the need for specialized resources.
- Oversee preparation of the Demobilization Plan.

D. Finance & Administrative Section Chief:

- The Finance / Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance / Administration Section. Primary responsibilities of the Finance / Administration Section Chief are to:
 - Manage all financial aspects of an incident.
 - Provide financial and cost analysis information as requested.
 - Ensure compensation and claims functions are being addressed relative to the incident.
 - Gather pertinent information from briefings with responsible agencies.
 - Develop an operating plan for the Finance / Administration Section and fill Section supply and support needs.
 - Meet with assisting and cooperating agency representatives as needed.
 - Maintain daily contact with the University System on finance matters.
 - Ensure that personnel time records are completed accurately and transmitted to home agencies.
 - Ensure that all obligation documents initiated at the incident are properly prepared and completed.

EMERGENCY MANAGEMENT STRUCTURE

The ENMUR's Incident Management Teams are responsible for overseeing the University's strategic and tactical-level activities during emergency response and recovery efforts.

Direction and Coordination

1. Incident Commander.

All emergency operations shall be directed by the Eastern New Mexico University-Roswell (ENMUR) President or the President's designee. The President or their designee shall serve as the overall ENMUR Incident Commander during any significant emergency or disaster. The ENMUR Incident Commander is the highest available individual from the following list:

- President
- Vice President of Student / Academic Affairs
- Vice President of Business Affairs

In the absence of the President or listed designee, the Director of Safety / Security shall assume Incident Command of the emergency until properly relieved.

2. Incident Management Team.

If a state of emergency is declared, the Incident Management Team shall operate to coordinate and implement the emergency operation.

3. First Responders.

The Roswell Police and Fire Departments are the ENMU-Roswell first responders and will take control of any incident which requires civil authorities. New Mexico State Police has the overall jurisdiction and is the State Authority.

Each member represents their division, department, or office and may task their respective unit, emergency support functions, and designated employees to assist in emergency response and recovery efforts. Incident Management Teams may request assistance from external partners, service providers, and suppliers for additional support.

Roles and Responsibilities

The University has identified various divisions, departments, offices, units, and personnel that have a role in emergency preparedness, response, and recovery operations and have specific responsibilities to meet the needs of an incident. Responsible parties are listed below, along with a brief description of their respective roles and responsibilities for the Campus / University.

These parties coordinate emergency efforts through the ENMUR established organizational structure. As needed, Incident Management Teams will be activated and become responsible for overseeing the Campus's strategic and tactical-level activities during emergency response and recovery efforts.

ENMUR divisions, departments, offices, and individuals not listed in this plan may be requested to participate in these efforts as needed. An overview of selected University and Campus's positions, their roles and their respective responsibilities are outlined in **Appendix H**.

1. EMNU - Roswell President

Has direct oversight and authority of the Emergency Management Program to include but not be limited to the allocation of resources for the emergency management program. This oversight includes ensuring that the program is managed and executed to ensure the safety and security of all faculty, staff, students, and visitors of the Campus.

2. Director of Safety & Security

Has responsibility for ensuring the Emergency Operations Plan, Annexes, and Appendices are maintained and updated in cooperation with the Emergency Resource Committee and their recommendations. This includes review of the emergency management program documents, review of the emergency operations plan, policies, training, and education that supports the emergency management program, and review of after-action reports (AAR) and improvement plans for events and exercises.

3. Administrators, Directors of Administrative Units.

Every director of an administrative unit has the following general responsibilities prior to and during any emergency:

- A. Emergency Preparedness.** Responsibilities for emergency preparedness shall include:
 - Distribution of building evacuation information to all employees with follow-up discussions, on-the-job training, or explanation as required.
 - Allowance of time for training employees in emergency techniques such as fire extinguisher usage, AED, first aid, CPR, and building evacuation procedures.
 - Any needed liaison with the Safety / Security Officer or Campus Security for assistance.
 - Appointment of a specific person as building coordinator for every activity under their control.
- B. Emergency Situations.** Responsibilities in emergencies shall include:
 - Informing all employees under their direction of the emergency condition.
 - Evaluation of the emergency's impact on their activity and taking appropriate action, which may include ceasing operations and initiating building evacuation.
 - Maintenance of emergency telephone communications with appropriate officials.
- C. Supervisors.** The responsibilities of each supervisor shall include:
 - Education of their students and / or employees concerning ENMU-Roswell emergency procedures as well as evacuation procedures for their building and / or activity.
 - Informing their students and / or staff of emergency and initiating emergency procedures outlined in this manual.

- Evaluating, surveying, and estimating their assigned building facility or activity to determine the impact a fire, tornado, earthquake, or other emergencies could have on their facility.
- Reporting all safety hazards to the Physical Plant, the Safety and Loss Control Committee, and the Safety Officer; promptly initiating work orders allowing Physical Plant to reduce hazards and minimize accidents.

Important:

All students, staff, and faculty shall be informed of the need to conform to building evacuation guidelines during any emergency and report to a designated campus assembly area outside the building where a headcount can be taken.

EMERGENCY OPERATIONS SUPPORT

Incident Management Teams will first rely on ENMUR and System capabilities and resources for preparedness, response, and recovery efforts by using emergency support functions and designated employees. Service providers, mutual aid, and state emergency declaration may be used to augment response capabilities and resources.

Designated Employees:

The Office of Human Resources will provide guidance to divisions, departments, and offices to assist in identifying and informing employees prior to an emergency that their job responsibilities include fulfilling a specific critical function within their area of responsibility during a Campus closure or emergency and will provide support during response and recovery operations as needed. This also may apply to contracted service providers. Incident Management Team members will notify designated employees in the event of an emergency that their assistance is needed to support response and recovery operations. Designated employees may fulfill specific critical functions as needed.

Service Providers and Suppliers:

Service providers and suppliers used in incident response and recovery operations should be pre-identified, pre-approved, and pre-contracted. Some incidents may require resources that ENMUR has not pre-identified or pre-contracted. Resource procurement will be made according to ENMU procurement policies and procedures unless the Director of Purchasing and the Vice President for Business Affairs approve an exception. The Business Office assists in the procurement and management of needed resources. A letter of authority that defines pre-authorizations and exceptions is located in **Appendix H**.

ENMU SYSTEM EMERGENCY SUPPORT FUNCTIONS (ESFS)

The ENMU System organizes University capabilities into 13 Emergency Support Functions that coordinate System-level emergency preparedness, response, and recovery operations. Each ESF identifies primary and support divisions and departments and offices responsible for ensuring operational capabilities. The University will activate appropriate ESFs to support incident needs at a system level.

ESF A: Shelter-In-Place and Evacuation

ESF B: Emergency Notification

ESF C: Infrastructure, Utilities, and Damage Assessment

ESF D: Fire and Hazardous Material Response

ESF E: University Emergency Operations Center and Coordination

ESF F: Mass Care and Human Services

ESF G: Resource Management and Procurement

ESF H: Health and Medical Services

ESF I: Information Technology and Telecommunications

ESF J: Law Enforcement and Security

ESF K: Continuity of Operations and Recovery

ESF L: Public Information and External Affairs

ESF M: Special Events and Circumstances

EXTERNAL PARTNERS

During incident response efforts, ENMUR will respond using available University resources first. If the incident affects more than ENMUR or exceeds the capabilities of ENMUR and / or the University System, additional support and coordination may be requested from the district, local, state, federal, and other partner entities.

Strategic partners include, but are not limited to, the New Mexico Department of Health, Eastern New Mexico Medical Center, New Mexico State Police, Chaves County Sheriff's Office, Roswell Police Department, Roswell Fire Department, City of Roswell Public Works. These partners are specific to ENMUR operations within the City of Roswell.

ENMUR may use mutual aid agreements to obtain additional assistance and / or resources when the needs of the incident have overwhelmed the capabilities of the Campus. Many relationships and agreements exist with Chaves County and the City of Roswell and are necessary to operations.

ENMUR maintains an emergency resource committee that strongly influences policy and decision making at the Campus. This committee is open to external partners.

MITIGATION AND PREPAREDNESS

Mitigation and preparedness actions are taken in advance of an emergency to prepare for and minimize the potential impacts caused by incidents at the campus and other education facilities. Mitigation efforts include enforcing health and safety conditions, building codes, fire codes, planning for land use, training and education of the University population on the need for mitigation, and implementing infrastructure enhancement measures to reduce a hazard's impact. It also includes proper special event planning and staffing.

Preparedness activities consist of almost any pre-emergency action that will improve the safety or effectiveness of an emergency response. Preparedness activities have the potential to save lives, substantially reduce costs associated with civil liability, reduce property damage and enhance individual and community control over the subsequent emergency response. These actions are taken to protect lives, property, and the environment of ENMUR students, faculty, staff, and visitors.

Preparedness actions include the development, participation, and facilitation of training and exercises with Incident Management Teams and various ENMUR divisions, departments, offices, or units. ENMUR coordinates mitigation and preparedness efforts with the local jurisdiction and external partners as necessary.

The Department of Safety & Security, in addition to other University offices, administers a variety of programs designed to help educate the ENMUR community on emergency preparedness. Personal preparedness information is distributed and available to students, faculty, staff, and visitors at various events on campus to include freshmen orientation.

Additional information is available on the ENMUR website at roswell.enmu.edu/campus-security. The University also offers a variety of collegiate courses related to emergency planning and management. The Federal Emergency Management Agency (FEMA) offers a free online training program that can be found at <https://training.fema.gov/>.

Preparedness is essential at all levels of the University. Each division, department, office, or employee should take the following preparedness actions:

- Regularly review emergency preparedness information with staff and faculty.
- Train staff and faculty on emergency plans.
- Identify employees who have job responsibilities that include fulfilling a specific critical function within their area of responsibility during a University closure or emergency and inform them of this responsibility on an annual basis.
- Routinely back up critical data and important documents.
- Procure and maintain necessary emergency supplies and items.
- Maintain a list of pre-identified, pre-approved, and pre-contracted service providers and suppliers
- Coordinate with other divisions, departments, and offices as needed.
- Routinely test and exercise planning efforts.
- Take the initiative to plan for the safety of yourself and others in the event of an emergency.

INCIDENT PLANNING PROCESS

The incident action planning process and IAPs are central to managing incidents. The incident action planning process helps synchronize operations and ensure that they support incident objectives. Incident action planning is more than producing an IAP and completing forms—it provides a consistent rhythm and structure to incident management.

Personnel managing the incident develop an IAP for each operational period. A concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities. The IAP is the vehicle by which leaders on an incident communicate their expectations and provide clear guidance to those managing the incident.

The IAP:

- Informs incident personnel of the incident objectives for the operational period, the specific resources that will be applied, actions taken during the operational period to achieve the objectives, and other operational information (e.g., weather, constraints, limitations, etc.);
- Informs partners, Command & General staff regarding the objectives and operational activities planned for the coming operational period;
- Identifies work assignments and provides a roadmap of operations during the operational period to help individuals understand how their efforts affect the success of the operation;
- Shows how specific supervisory personnel and various operational elements fit into the organization; and
- Often provides a schedule of the key meetings and briefings during the operational period.

The IAP provides clear direction and includes a comprehensive listing of the tactics, resources, and support needed to accomplish the objectives. The various steps in the process, executed in sequence, help ensure a comprehensive IAP. These steps support the accomplishment of objectives within a specified time.

The development of IAPs is a cyclical process, and personnel repeat the planning steps every operational period. The Operational Period Planning Cycle (Planning P) is a graphic depiction of this cycle. Personnel develop the IAP using the best information available at the time of the Planning Meeting. Personnel should not delay planning meetings in anticipation of future information.

In the Planning P, the leg of the “P” describes the initial stages of an incident, when personnel work to gain awareness of the situation and establish the organization for incident management. During the initial stage of incident management, the Incident Commander typically develops a simple plan and communicates the plan through concise oral briefings. In the beginning of an incident, the situation can be chaotic and situational awareness hard to obtain, so the Incident Commander often develops this initial plan very quickly and with incomplete situation information. As the incident management effort evolves, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and lessons learned. The steps of the planning process are

essentially the same for the first responders on scene determining initial tactics and for personnel developing formal written IAPs.

Incident personnel perform the steps in the leg of the “P” only one time. Once they are accomplished, incident management shifts into a cycle of planning and operations, informed by ongoing situational awareness and repeated each operational period.

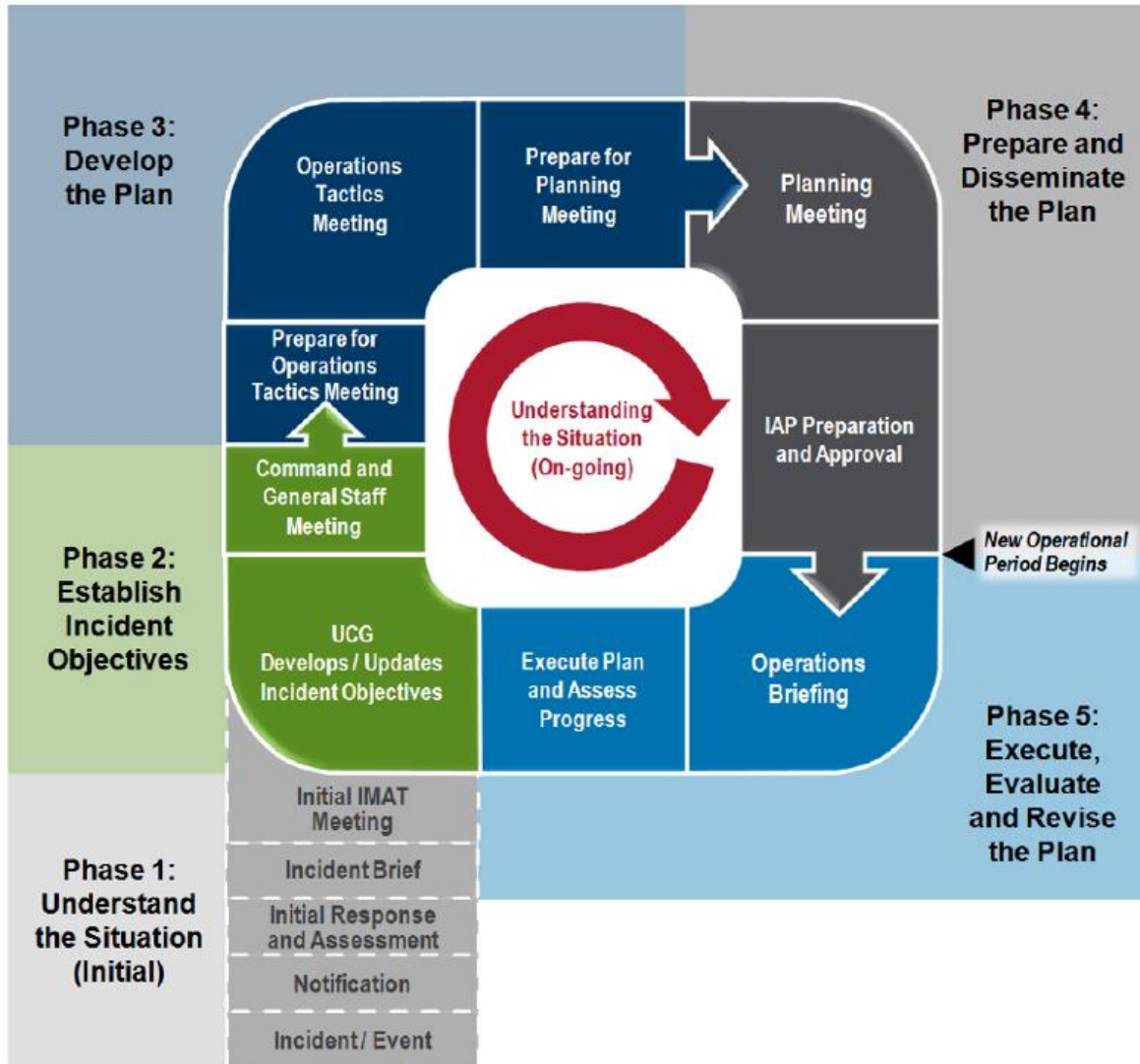


Figure 1 - FEMA Planning P

DECLARATION OF A STATE OF EMERGENCY

The authority to declare a campus state of emergency rests with the President or their designee as follows:

- In a significant emergency or disaster situation, ENMU-Roswell Campus Safety / Security shall immediately consult with the President or their designee regarding the emergency / disaster and the possible need for a declaration of a campus state of emergency.
- When this declaration is made, only registered students, faculty, staff, and affiliates (i.e., persons required by employment) are authorized to be present on campus. Unauthorized persons remaining on campus may be subject to arrest.
- Only those faculty and staff members who have been assigned emergency resource team duties will be allowed to enter the immediate disaster / disturbance site.

Activation of the Emergency Operations Plan

Incidents occur every day at the ENMUR, mostly without general notice. The response to such incidents is based on standing procedures and does not require executive authority. During emergencies that exceed the requirements of day-to-day response, the Director of Public Safety or designee will activate the EOP and implement response management strategies appropriate to the situation at hand.

Upon activation of the Emergency Operations Plan, operational decision-making authority is delegated to the appointed Incident Commander / Unified Command for life safety, incident stabilization, and / or infrastructure preservation decisions related to ENMUR's response. Higher-level policy decisions, such as cancellation of classes or similar University business, are the prerogative of the President and / or designee(s). During an incident response, the Incident Commander / Unified Command must seek the approval of the President and / or designee before making such decisions unless there is immediate danger to life or property.

Such incident examples include, but are not limited to:

- Bomb Threats
- Active Threat / Shooter Reports
- Tornado Warning
- Extensive Hazardous Material Spill

Since response management is scalable, the delegation of authority can expand or collapse at the direction of the President or designee(s). Those in charge of operational decision-making will ensure a continuous feedback loop with the ENMUR's executive leadership. The President maintains the authority to revoke operational decision-making authority, in whole or in part, should a situation arise that requires their active participation in and / or direction of specific response elements.

All parties involved with the response will adhere to established University policies unless the President of the University implements temporary policies during an incident. Newly created policies for the response will be void at the

termination of the command structure or as directed by the President. The President may also pre-approve policies intended for activation only during an emergency incident.

The ENMUR Incident Commander and / or President will work with University Leadership to assess the need for activating the University system ESFs.

CONTINUING ACTIONS

1. Situational Awareness

Situational awareness is the ability to identify, evaluate and monitor activities and information throughout the incident. All members of the ENMUR community are encouraged to read this document in its entirety and become familiar with its contents in order to respond rapidly to emergencies and maintain basic situational awareness at all times. During an emergency, all members of the ENMUR community are responsible for monitoring official news and information sources, maintaining situational awareness, following official instructions, and taking appropriate protective measures / actions.

2. Response

Response operations may differ depending on the nature of the incident. Actions listed may not necessarily be required and will occur based on incident needs. Once incident notifications occur, Incident Management Teams may be activated. Incident Management Team members may require their divisions, departments, offices, units, and designated employees to assist in emergency response operations. Those involved in emergency operations support should provide incident-related information through their Incident Command System chain of command.

3. Damage Assessment

Following the onset of an incident, Primary Departments and Supporting Organizations are responsible for carrying out damage assessments. Damage assessments are used to quickly determine and report the location, severity, and nature of the damage. Incident Management Teams use damage assessment and utility disruption information to coordinate response and recovery efforts for the ENMUR campus.

4. Documenting Damage, Time, Resources Used, Expenses and Actions Taken

Record keeping in real-time is vital for effective emergency response and recovery efforts. During an incident, documentation is essential to maintain a chronological order of events to reference post-incident and ensure accurate tracking of resources and equipment in real-time.

An Incident Action Plan (IAP) will be created for any emergency incident occurring on campus for which this plan is activated. The IAP will utilize standard Incident Command System (ICS) forms to document the objectives, safety message, incident scope, and planned actions for each operational period of the incident response. All IAPs will be filed with the Department of Public Safety for record-keeping and accountability purposes.

During emergency response and recovery, each division, department, office and the unit involved in the response is responsible for keeping detailed records of all damage, employee time, payroll information, resources used, expenditures, procurement activities, contracts, actions taken and other relevant information. Documentation should begin as soon as response efforts start and continue until

recovery operations are complete. Incident Management Teams may request collected information at any time during response and recovery operations.

Records and reporting for financial tracking and reimbursement purposes follow ENMUR established protocols and procedures unless the vice president for Business Affairs approves an exception. The Business Office provides financial services and manages the documentation and tracking of expenses related to University emergency response and recovery efforts.

RECOVERY OPERATIONS

1. Returning to Normal

Following an incident, it is the goal of ENMUR to return to normal patterns of life as quickly as possible. Recovery operations consist of both short-term and long-term activities.

- Short-term recovery includes damage assessment and the return of essential functions, such as utilities, emergency services, and essential business activities, to minimum operating standards.
- Long-term recovery activities include repairs and reconstruction that may last for months or years. If long-term recovery efforts are needed, plans will be developed in cooperation with the ENMU System to address priorities and specific needs resulting from the particular emergency.

During recovery, ENMUR may rely on Campus and University system capabilities and resources to restore normal operations first. Service providers and suppliers used in recovery operations should be pre-identified, pre-approved, and pre-contracted.

Some recovery operations may require resources ENMUR that have not been pre-identified or pre-contracted. In this case, resource procurement is made in accordance with current ENMUR procurement policies and procedures unless the vice president for Business Affairs approves an exception. Purchasing assists in the procurement and management of needed resources.

2. After Action Report

Following an incident, ENMUR will write an After Action Report to identify operational successes, areas for improvement, and other vital issues affecting the management of the incident. The development of this report includes feedback from divisions, departments, offices, and units involved in response and recovery efforts. Information from the AAR is then incorporated into training and exercise plans, while corrective actions and improvements outlined in the Improvement Plan are coordinated and tracked by ENMUR.

ACRONYMS

AAR	After Action Report
AED	Automated External Defibrillator
DHS	Department of Homeland Security
DOH	Department of Health (NM)
DPS	Department of Public Safety (ENMU)
ENMU	Eastern New Mexico University (ENMU-Roswell and ENMU System unless otherwise specified)
EMS	Emergency Medical Services
ECC	Emergency Command Center (ENMU)
EOP	Emergency Operations Plan (ENMU)
ESF	Emergency Support Function (ENMU)
FEMA	Federal Emergency Management Agency
FEMS	Fire and Emergency Medical Services
HS	Health Services (ENMU or Contracted Provider)
ICS	Incident Command System
ITS	Information Technology Services (ENMU)
LEPC	Local Emergency Planning Committee (Chavez County)
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NM DPS	New Mexico Department of Public Safety
NMSP	New Mexico State Police
PAFN	People with Access and Functional Needs

DEFINITIONS

After Action Report	A report to analyze the management or response to an incident, exercise, or event by identifying strengths to be maintained and built upon and identifying potential areas of improvement.
Emergency	Whether natural or human-caused, intentional or accidental, an occurrence that threatens the life, property, and environment of the ENMUR community disrupts normal University operations and warrants immediate action. A “large-scale emergency” (sometimes termed a “disaster”) is caused by an incident that requires aid beyond the local resource capability. See Incident
Emergency Management	The organized analysis, planning, decision-making, assignment, and coordination of resources to the mitigation of, preparedness for, response to, and recovery from an emergency of any kind.
Emergency Command Center (EOC)	The location where members of the Leadership Group, Response Management Group, and Communications Group convene and manage the incident.
Emergency Operations Plan (EOP)	A document that focuses on how an organization will respond to emergencies and planned events. The plan states the method for taking coordinated action to meet the needs of an emergency situation.
Emergency Support Function (ESF)	A systematic approach for coordinating incident response and recovery efforts across the University’s divisions, departments, offices, and units. University organizations identified in this Emergency Operations Plan are organized to support critical functions.
Event	A planned function, possibly involving several University stakeholders, community members, and / or external partners.
Federal Emergency Management Agency (FEMA)	At the federal level of government, the Federal Emergency Management Agency is involved in mitigation, preparedness, response, and recovery activities. The Federal Emergency Management Agency, in conjunction with the state government, provides planning assistance, training events, exercise programs, and research on the latest mitigation measures. Additional information may be found at FEMA.gov .
Incident	An occurrence that may be planned or unplanned may affect University operations or escalate to an emergency by threatening the life, property, or environment of the ENMU community. See Emergency.
Incident Commander (IC)	The leader of the emergency response field operations. The IC will be filled by the individuals with the most knowledge and experience regarding related field operations.

Incident Command System (ICS)	A standardized 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 organizational or jurisdictional boundaries.
Incident Management Team	The Incident Management Team is responsible for overseeing the University's strategic and tactical-level activities during emergency response and recovery efforts.
Mitigation	Sustained action to reduce or eliminate risk to people and property from hazards and their effects.
National Incident Management System (NIMS)	The national standard used for the management of emergencies. The system is applicable and adaptable to all levels of incidents and responding agencies, organizations, and jurisdictions. Additional information may be found at FEMA.gov/nims .
People with Access and Functional Needs (PAFN)	Individuals who have additional needs before, after, or during an incident in functional areas such as communication, transportation, supervision, medical care, and maintaining independence. The PAFN population is not limited to just those with physical disabilities but also includes others such as those with medical needs, those with service or support animals, the non-English speaking, children, or those without transportation.
President	Refers to the president of ENMU Roswell unless otherwise specified.
Minor Emergency	Any incident, potential or actual, which will not seriously affect the overall functional capacity of ENMU-Roswell.
Major Emergency	Any incident, potential or actual, which affects an entire building or buildings, and which will disrupt the overall operations of ENMU-Roswell. Primary procedural considerations and decisions will usually be required from the ENMU-Roswell administration.
Disaster	Any event or occurrence that has taken place and has seriously impaired or halted the operations of ENMU-Roswell. In some cases, mass personnel casualties and severe property damage may be sustained. A coordinated effort of all campus-wide resources is required to effectively control the situation. Outside emergency services will be essential.
Initiating Action	During any campus major emergency or disaster, ENMU-Roswell Campus Safety / Security shall place into immediate effect the appropriate procedures necessary to meet the emergency, safeguard persons and property, and maintain educational facilities, including immediate notification of the President or designee.

PUBLIC NOTICE RELATED TO INSPECTION OF RECORDS

The ENMU System recognizes that every person has the right to inspect public records in the state of New Mexico. This EOP has been drafted to be made readily available to the public. Annexes, Emergency Support Functions (ESFs), and some Appendices associated with this EOP are not available for public release as they contain tactical response plans or procedures prepared for or by the state, or a political subdivision of the state, the publication of which could reveal specific vulnerabilities, risk assessments or tactical emergency security procedures that could be used to facilitate the planning or execution of a terroristic style attack in accordance with the provisions of 14-2-1A.(7) NMSA 1978.

Additionally, the Annexes, ESFs, and Appendices associated with this EOP are considered confidential documents and shall only be released to Incident Management Teams and their specific members.

REFERENCES AND REGULATORY GUIDANCE

- Federal Emergency Management Agency - National Incident Management System (NIMS)
- Federal Emergency Management Agency - National Response Framework and Incident Command System
- Federal Emergency Management Agency. (2010). CPG-101: Developing and Maintaining Emergency Operations Plans (2.0 ed.).
- National Fire Protection Association (NFPA) 1600: Disaster / Emergency Management and Business Continuity
- Occupational Health & Safety Administration - 29 CFR §1910.38
- The Clery Act. The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20U.S.C. Section 1092(f)).
- US Department of Education - Guide for Developing High-Quality Emergency Operations Plans for Institutes of Higher Education, 2013
- US Department of Education - The Higher Education Opportunity Act of 2008 (HEOA).
- US Department of Education - The Handbook for Campus Safety and Security Reporting. 2016 Edition
- United States. (2007). Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L. 93-288 as amended. Washington, D.C.: Federal Emergency Management Agency.
- U.S. Department of Education. A Guide to School Vulnerability Assessments: Key Principles for Safe Schools, 2008
- *US Department of Education - A Guide to School Vulnerability Assessments: Key Principles for Safe Schools*