



LAMAR UNIVERSITY

MEMBER THE TEXAS STATE UNIVERSITY SYSTEM™

**COMPREHENSIVE
EMERGENCY MANAGEMENT PLAN (CEMP)**

VOLUME III:

EMERGENCY OPERATIONS PLAN

Publication Date: July 2019

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LAMAR UNIVERSITY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Lamar University is committed to protecting the welfare of its community members as well as its property and facilities. For this reason, the university has developed the *Comprehensive Emergency Management Plan (CEMP)*. This comprehensive plan consists of a set of strategic and operational documents that define principles and priorities, assign roles and responsibilities, and direct action in all phases of emergency management.

- **Operational Plans.** Lamar University Operational Plans are divided into four volumes. Each volume addresses a specific phase of emergency management.

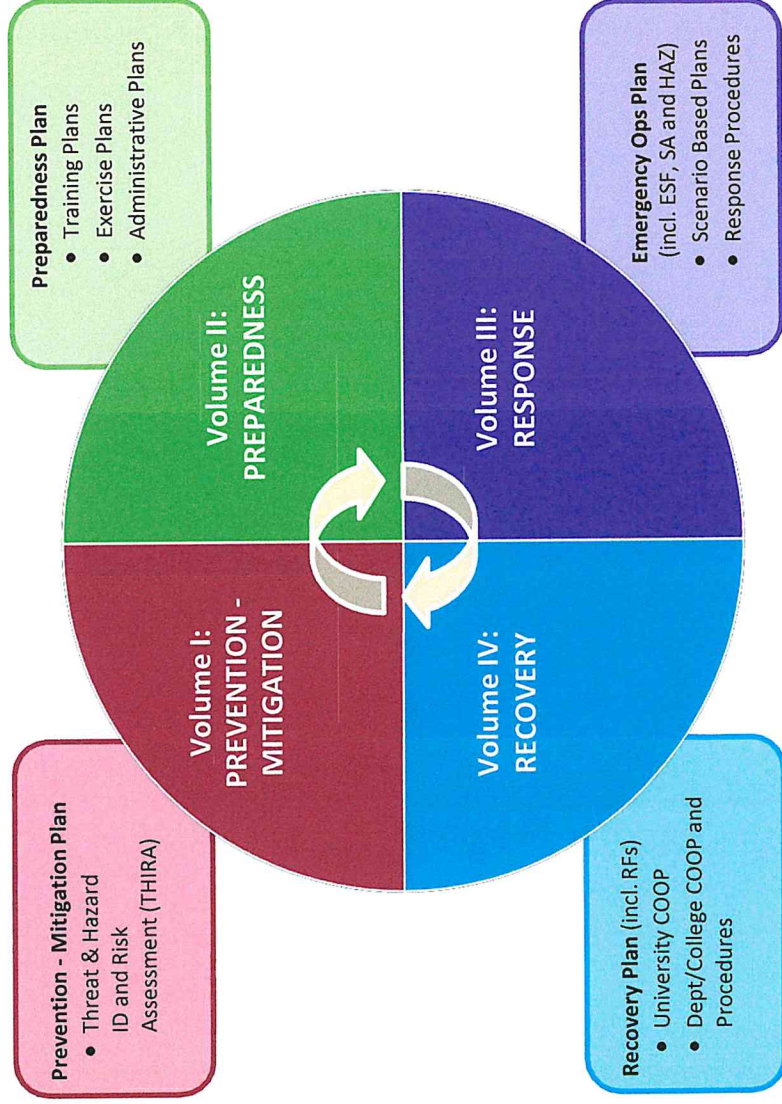
Volume I – Prevention-Mitigation Plan. This plan identifies hazards and vulnerabilities at Lamar University, and proposes a strategy to mitigate risk, and address recurring disasters.

Volume II – Preparedness Plan. This plan provides requirements and guidance for each step of the emergency preparedness cycle, including planning, organization and equipment, training, exercise, and evaluation and improvement.

Volume III – Lamar University Comprehensive Emergency Operations Plan (CEMP). The CEMP describes the organization used by the university to respond to emergencies and disasters. It describes common incident management and response functions applicable in all-hazards response.

Volume IV – Recovery Plan. The Recovery Plan describes the organization used by the university to recover from disasters. It is primarily targeted at large- and catastrophic-scale disasters but can be applied in any recovery situation.

Lamar University Comprehensive Emergency Management Plan (CEMP)





PROMULGATION STATEMENT

The Lamar University Comprehensive Emergency Management Plan is designed to provide the University with a management tool to facilitate a timely, effective, efficient, and coordinated emergency response. It is based on integrating Lamar University emergency response resources with those of other governmental emergency response agencies. The CEMP uses the National Incident Management System-Incident Command System (NIMS-ICS) for managing response to emergencies and disaster events.

The plan recognizes that Lamar University and local governments (e.g. the City of Beaumont and Jefferson County) have primary responsibility for emergency response and operations for emergencies that occur on the Lamar University campus. Operations are designed to protect lives, stabilize the incident, minimize property damage, protect the environment, and provide for the continuation and restoration of critical services.

The CEMP consists of a Base Plan, Appendices, Functional Annexes, and Hazard-Specific Annexes. The Basic Plan and subsequent appendices and annexes are based on an all-hazard approach and acknowledge that most responsibilities and functions performed during a major emergency are not hazard specific.


The CEMP is a dynamic plan and will be reviewed, updated, and exercised annually.

The CEMP is part of a larger integrated Comprehensive Emergency Management Plan at Lamar University that focuses on mitigation, continuity of operations, recovery, preparedness and response activities.




APPROVAL, SIGNATURES, AND IMPLEMENTATION

This CEMP and its supporting contents, are hereby approved, supersedes and rescinds all previous editions, and effective immediately upon the signing of all signature authorities noted below.

Approved: 
Dr. Jaime Taylor, President
Office of the President
Lamar University

Date: 7/29/2021

Approved: 
Jeremy Alltop
Vice President for Finance and Operations
Lamar University

Date: 07/29/2021

Comprehensive Emergency Management Plan



PLAN ADMINISTRATION and RECORD OF CHANGE

The University's Vice President for Finance and Operations shall be responsible for the CEMP oversight and coordination with the assistance of other stakeholders as required. Once published, the modifications are considered part of the university CEMP for operational purposes.

This plan is promulgated in compliance with Lamar University Policy Emergency Management Policy, MAPP 06.05.01 under the authority of the Vice President for Finance and Operations and maintained by Campus Operations/EHS & Risk Management.

Record of Significant Changes

All updates and revisions to this plan will be tracked and recorded in the following table. This process will ensure that the most recent version of the plan is disseminated and implemented by university emergency response personnel.

Date	Description of Change	Page(s) or Section(s)	Version
07/01/2019	Original Version		1
07/01/2021	Two-Year Review		2



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PART I – BASIC PLAN

SECTION 1 – Introduction

1.1. Summary

This plan, the Lamar University Emergency Operations Plan (CEMP), is the third volume of a framework that protects the university community and resources: the *Lamar University Comprehensive Emergency Management Plan (CEMP)*. The CEMP establishes the framework to ensure Lamar University (LU) will be adequately prepared to respond to, and recover from, any of the hazards threatening the lives and property for students, residents, staff, and visitors to the LU campus and facilities.

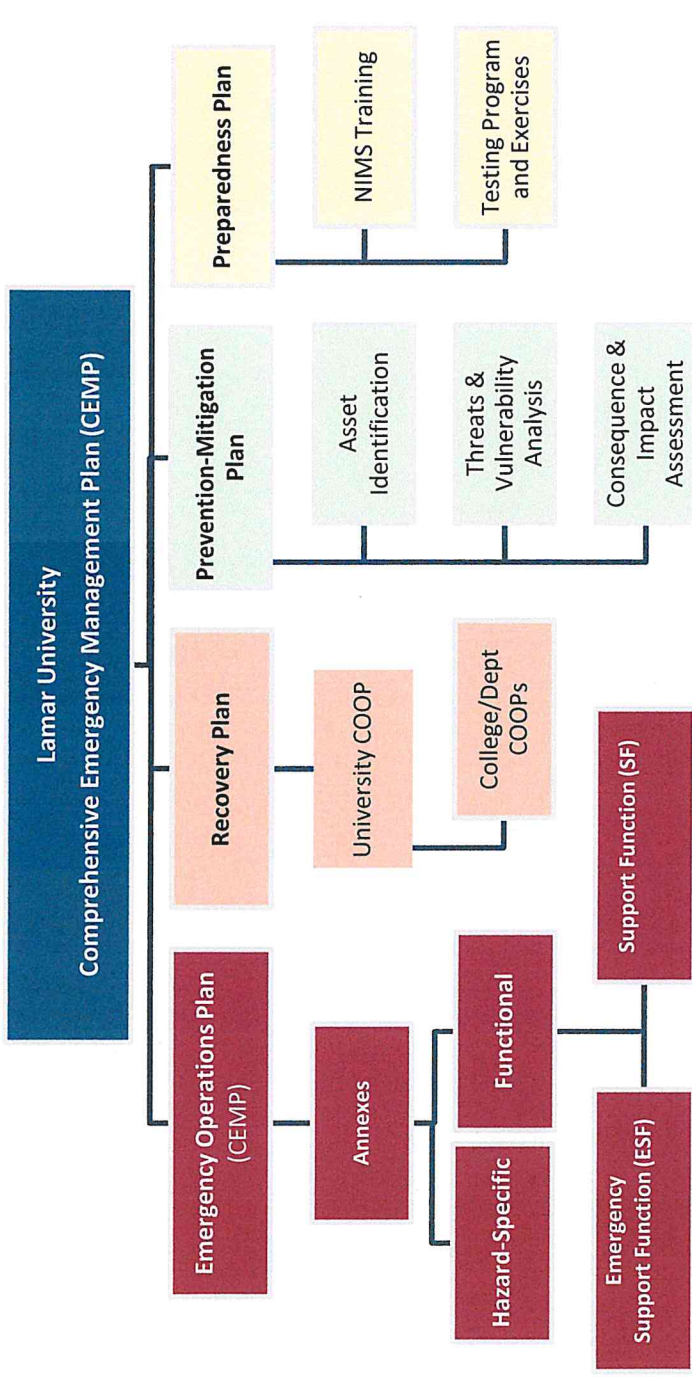
An important part of the context for the CEMP is the tenant that disasters are managed at the smallest possible response level. Thus, many incidents are resolved every day by public safety responders within the parameters of their standard resources. However, since it is not always clear at the outset which incidents will grow to require assistance, the CEMP is an all-hazards plan that promotes scalable, flexible, and adaptable responses that complement initial response efforts.

This plan accomplishes that not only through the basic plan, but also through several kinds of annexes. Support annexes address broad areas of coordination across many phases of emergency management, emergency support function annexes define the execution in specific areas of action during response, and incident annexes provide relevant details for specific hazards.

In addition, there are a wide variety of situations that, while severe, do not require emergency action of the nature of this plan. Crucially, however, this CEMP is intended primarily to coordinate emergency management during an event that causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss.

1.2. Plan Organization

Figure 2 - Lamar University Emergency Operations Plan Organization



Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the University's emergency management structure. Specifically, the Basic Plan consists of the following chapters:

- **Introduction** - Identifies the authority, purpose, scope and guiding principles for the plan; describes the plan's organizational structure; and explains the plan's relationship to other planning efforts.
- **Situation and Planning Assumptions** - Describes the scenarios that the plan is designed to address; describes the recovery continuum; identifies special considerations for recovery on campus.
- **Concept of Operations** - Describes how the University will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- **Roles and Responsibilities** - Describes the roles and responsibilities for university personnel involved in emergency management.
- **Administration and Logistics** - Describes the university's emergency response structure, information regarding the EOC, and general policies for managing resources.
- **Training** - Describes the university's approach to emergency management training including types of training and training schedule.
- **Plan Development and Maintenance** - This section describes the approach to planning, including the assignment of planning responsibilities. It describes how development and revision of different "levels" of the CEMP (Basic Plan, annexes, appendices, and SOPs) are to be coordinated, and includes provision for a regular cycle of testing, reviewing, and updating the CEMP.
- **Authorities and References** - Describes the legal basis for emergency operations and activities. Note: Citing reference materials (including related plans of other levels of government) can be valuable for indicating what has influenced the writing of this CEMP.

Annexes

Annexes are the parts of the CEMP that begin to provide specific information and direction. Annexes focus on operations: what the function is and who is responsible for carrying it out. They will emphasize responsibilities, tasks, and operational actions that pertain to the function being covered.

Emergency Support Function Annexes

The Emergency Support Functions (ESF) focus on critical capabilities and resources provided by emergency response agencies across many phases of an emergency. Each ESF has its own statement of Purpose and Scope, as well as additional detail on roles and responsibilities surrounding that activity.

Those elements in the ESFs are developed and conducted by one or two lead agencies and several supporting agencies. In many cases, the capabilities of the lead agency do not correspond perfectly to the purpose and scope of the ESF, but the addition of supporting agencies provides the necessary breadth of resources and mandates to conduct the required activity.

Support Annexes

Support Annexes (SA) describe the functions that do not fit within the scope of ESFs and identify how state agencies, private sector, and nongovernmental organizations coordinate to execute a common support function required during an incident. The actions describes in the SAs are not limited to particular type of events, but are overarching in nature an applicable to nearly every type of incident.

Hazard-Specific Annexes

While the CEMP has been developed as an all-hazards planning document, some hazards may require unique considerations. To the end, Hazard-Specific Annexes (HAZ) supplement the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the Threat and Hazards Identification and Risk Assessment.

SOPs and Checklists

SOPs and checklists provide the detailed instructions that an organization or an individual needs to fulfill responsibilities and perform tasks assigned in the CEMP. They may be attached to the CEMP or references as deemed appropriate.

SECTION 2 – Purpose and Scope

2.1. Purpose

The purpose of the Lamar University Comprehensive Emergency Management Plan (CEMP) is to outline the management structure, responsibilities, procedures, and guiding policies to assist the university when responding to an emergency event. **The CEMP directs response efforts when Standard Operating Procedures (SOPs) developed by university departments and unit are insufficient to handle an emergency.** Department specific plans and SOPs are meant to complement and coordinate overall efforts while providing more depth and specific detail regarding department-level response.

2.2. Scope

The Lamar University CEMP is a campus-level plan covering property owned and operated by the University and the faculty, staff, students, and visitors associated with the Lamar University campus. This CEMP is designed to address a comprehensive range of natural and manmade hazards that could affect the Lamar University campus. The plan includes procedures for responding to a range of levels of emergency regardless of the size, type or complexity.

This CEMP supersedes any previous plans and precludes employee actions not in concert with the intent of this plan, or the emergency response organizations created by it.

SECTION 3 – Situation, Planning Assumptions, and Response Priorities

Lamar University is exposed to many hazards, all of which have the potential for disrupting the community, causing casualties, and damaging or destroying university, public and/or private property. The following situation and assumptions provide an overview of a potential emergency situation at Lamar University and the assumed operational conditions that provide a foundation for establishing protocols and procedures. More detailed information is provided in the Hazard Analysis section of the *Prevention-Mitigation Plan*, published separately.

3.1. Situation

Lamar University can vary in the number of faculty, staff, and students location on campus depending on the time of day and event. The university has a student enrollment of approximately 14,035 and a staff of approximately 1300. The majority of these students and staff may be on campus at a given time. In addition, Lamar University draws large gatherings for football games and special events at Provoost Umphrey Stadium (16,000-person capacity), basketball games and special events at the Montagne Center (10,080-person capacity), and baseball or softball games at Vincent Beck Stadium (3,225-person capacity). The University Theatre can draw up to 500 people for social and cultural events on any given day.

A number of natural hazards can affect the Lamar University campus. These include:

- Severe weather
- Flood
- Hurricane

In addition, threat of technological and biological hazards, those caused by human omission or error, such as transportation accidents, hazardous materials incidents, or utility failures are also possible. A civil disturbance or terrorism incident could also occur. The global nature of Lamar University business, programs, and travel to and from other continents elevates the risk of exposure to communicable diseases.

3.2. Assumptions

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. The Lamar University CEMP is based on the following planning assumptions:

- Any employee of Lamar University may be tasked by this CEMP.
- Incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level.
- External resources may be requested to assist the University if the nature of the incident overwhelms local capability.
- Incident management activities will be initiated and conducted in accordance with the National Incident Management System (NIMS).
- Local emergency response resources will be available in emergency situations affecting the University.
- It is possible for a major disaster to occur any time and any place in or near the University. In some cases, timely dissemination of warning and increased readiness measures may be possible. However, many disasters can, and may, occur with little to no warning.
- University offices and representatives recognize their responsibilities for the safety and well-being of students, faculty, staff, and visitors, and assume their responsibilities in the implementation of this emergency CEMP.

- Proper implementation and understanding of these guidelines through training and exercising will reduce or prevent disaster-related losses.
- The local police and fire departments will respond where support agreements or mutual aid agreements exist.
- Students will be evacuated to a sheltering facility where a support agreement or MOU exists.
- The University is located in the City of Beaumont 911 District.
- Emergencies on the University campus may involve multiple responding departments and agencies which may include, but not limited to LUPD, EHS & Risk Management, Facilities, Marketing and Communications, Beaumont Fire and Rescue, and other appropriate University, city county, state and federal agencies.
- In most cases, the fire department or law enforcement personnel will assume on-site Incident Command, depending on the type of emergency.
- Hazardous conditions may follow any major disasters thereby increasing the risk of injuries and death.
- Casualties will be transported to local area hospitals. The Student Health Center has no emergency room. It is not equipped to receive patients from mass casualty incidents.
- Other University agencies or system components operating on the campus will coordinate their emergency actions with this CEMP.
- Regardless of the threat or type of emergency, it is possible that the following results may be encountered:
 - Death, injury, or illness of people
 - Interruption or disruption to transportation
 - Interruption of disruption to normal communications
 - Interruption or disruption to utilities and other essential services
 - Congregation of large numbers of people at the scene, at central locations, at shelters, etc.
 - Significant numbers of people being displaced, requiring some, or all of the following: evacuation, shelter, feeding, welfare, and other assistance
 - Structural damage to streets, buildings, utilities, and other property
 - Contamination of food, water, personnel, vehicles, property, and other substances
 - Shortage of essential items
 - Periods of civil unrest or disorder, including looting, rioting, mob scenes, violence, etc.
 - Initial confusion of the affected population, with probable delays in response due to disaster incidents
 - Extensive need for public information
 - Disruption of business activities

3.3. Emergency Response Priorities

Priorities for all emergency response at Lamar University are as follows:

- 1. Protection of Life**
 - a. Emergency response personnel
 - b. At risk community members
 - c. General public
- 2. Stabilization of the Incident**
 - a. Bring the situation to a point of order
 - b. Determine course of action
 - c. Prevent the incident from expanding
 - d. Isolate the scene and deny entry

3. Protect the Environment

- a. Confine, contain or neutralize hazardous materials that may be released
- b. Ensure, to the extent practical, that emergency response efforts do not adversely impact the environment

4. Protect University Property

- a. Facilities used for emergency response are high priority
- b. Facilities necessary for shelter and care of students are high priority
- c. Facilities used for education and operational purposes
- d. Critical university records, collections and research

5. Restoration of Critical Services, Education and Research Programs

- a. Services necessary for emergency response are high priority
- b. Services critical to the well-being of students are high priority
- c. Services critical to the integrity of research projects and educational services

3.4. National Incident Management System (NIMS), the Incident Command System (ICS) and Incident Management Team (IMT)

This CEMP following the requirements set for by the National Incident Management System (NIMS). NIMS provides a nationwide template enabling federal, state, local and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from emergency incidents regardless of cause, size or complexity. Using NIMS enables the university to communicate and coordinate response actions with other jurisdictions and emergency response agencies.

The benefits of the ICS process are:

1. History

- Over thirty-year history of successful implementation for emergency response management in the field.
- Over ten year history as the international standard for Emergency Management organizations.

2. Proven Best Practices in Emergency Management

- Flexibility in application - ICS allows for scale-up, scale-down and transition.
- Team-based, bundled and linked processes and cross-functional efficiency within the organization.
- Action oriented - focuses on results and output.
- Starts and stops - designed for rapid deployment and smooth de-activation.
- Wide application to unique settings.

3. Aligned with Adjacent and Contiguous Agencies

- Standardized functions and processes.

Incident Management Team (IMT) Overview

The Lamar University IMT (LU-IMT) provides the command and control infrastructure that is required to manage the logistical, fiscal, planning, operational, safety, and campus issues related to any and all incidents or emergencies. The LU-IMT is made up of the individuals who would serve as the primary Incident Commanders and Command and General Staff. An incident's type and size will dictate whether all or some of the LU-IMT members are activated.

SECTION 4 – Concept of Operations

4.1. Overview

The Concept of Operations section provides an overview of the Lamar University emergency management structure and procedures for responding to an emergency situation that impact the university or university community.

The role of University department/units involved in an emergency response will generally parallel normal day-to-day functions; however, employees may be assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to an emergency may be suspended for the duration of an emergency. Efforts that would typically be required for normal daily functions will be redirected to accomplish emergency tasks following the ICS system.

This plan is designed to be flexible, to be used in any emergency response situation regardless of the size, type, or complexity (e.g. infrastructure failure, fire, civil unrest, storms, pandemic, etc.). The procedures outlined in this plan are based on a worst-case scenario. Part of all of the components of the plan can be activated as needed to respond to the emergency at hand.

More detailed information can be found in the appendices after the Basic Plan:

- Appendix A:** Provides more detailed information about emergency response facilities and Emergency Operations Center (EOC)
- Appendix B:** Contains emergency contact information
- Appendix C:** Includes EOT, Agency Administrator and Incident Management Team checklists
- Appendix D:** Includes a sample Incident Action Plan
- Appendix E:** Provides Authorities and References
- Appendix F:** Provides acronyms and glossary

4.2. Emergency Operations Plan (CEMP) Activation

This plan is activated whenever emergency conditions exist in which immediate action is required to:

- Save and protect lives.
- Stabilize the emergency.
- Prevent damage to the environment, systems and property.
- Initiate Incident Command System (ICS) and develop an appropriate organizational structure to manage the incident.
- Coordinate communications.
- Provide essential services.
- Temporarily assign university staff to perform emergency work.
- Invoke emergency authorization to procure and allocate resources.
- Activate and staff the EOC.

4.3. Types of Incidents

Following the national model, there are five types of incidents (Type 1, 2, 3, 4, and 5) with Type 1 having the largest scale of impacts, requiring the most resources and demanding the greatest coordination effort. Any

given Incident Type may be bypassed if necessary (e.g., shifting an Incident from a Type 3 directly to a Type 1). As an incident progresses toward Type 1, the stated activities of previous incident types will continue to be performed (e.g., Type 1 Incidents include all activities of Type 2 Incidents, and so on).

- **Figure 4.1 highlights the Types of Incidents**

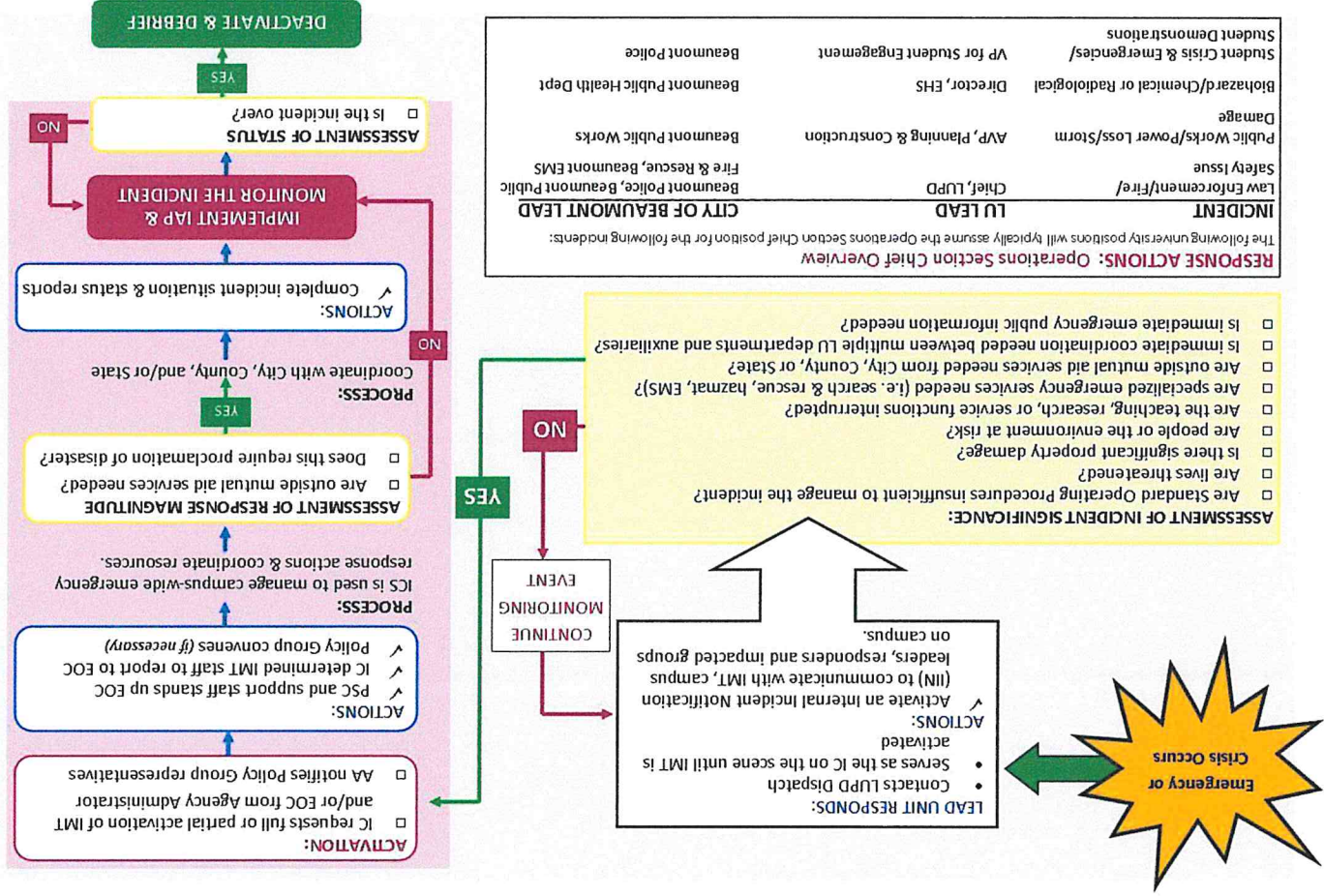
The Incident Type will be determined by the Incident Commander (IC) and the Agency Administrator (AA). In the absence of the Vice President for Finance and Operations, the succession of authority is listed on page 22 will apply.

- **Figure 4.2 highlights the General Response Activation process**

Figure 4.1 - Incident Types

EOC	Type	Definition	Action
ON-STANDBY	5	<ul style="list-style-type: none"> Emergency incident that the lead responding department's Standard Operating Procedure (SOP) can handle and will be resolved within one operational period. While there may be some damage and/or interruption, the conditions are localized and the Incident Management Team (IMT)/EOC does not need to be activated. 	<ul style="list-style-type: none"> The onsite lead dept/unit handles the situation following the lead unit's SOP. The lead unit responding to an incident designates an Incident Commander (IC). If a situation requires additional resources, the IC contacts Director EHS & Risk Management to help monitor the situation and to provide additional guidance. The IC may choose to open a Command Post. If the incident has the potential to grow, the IC will notify Director EHS & Risk Management. The LU-EOC is placed on stand-by mode and the Communications Plan may be activated for communication, coordination and documentation.
	4	<ul style="list-style-type: none"> Several resources are required to mitigate the incident. Incident limited to one operational period. 	<ul style="list-style-type: none"> IMT Command and General Staff functions activated only if needed. No written IAP is required but a documented operational briefing will be completed for all incoming resources.
PARTIAL/FULL ACTIVATION	3	<ul style="list-style-type: none"> The emergency incident is severe and causes damage and/or interruption to Lamar University operations. Coordination of resources and campus services is needed to respond effectively. Lamar University may be the only affected entity. Incident may extend into multiple operational periods. 	<ul style="list-style-type: none"> The IC contacts the Director EHS & Risk Management for the determination of whether to activate the LU-EOC and Communications Plan, the IMT, and the EOT. The Director EHS & Risk Management confers with the IC on whether to maintain the on-scene IC or activate the LU-EOC. ICS is activated. The Deputy IC sets up the EOC and calls on support staff for assistance. If activated, the EOT representatives convene at the Reaud Building. IC, in communication with the Deputy IC, determines whether necessary staff needs to report to the Incident Command Post (ICP) or EOC. Some operations and classes may be suspended. Unified Command with City of Beaumont and/or Jefferson County personnel may be implemented.
	2	<ul style="list-style-type: none"> Incident extends beyond the University's capabilities. Incident extends into multiple operational periods. 	<ul style="list-style-type: none"> IMT is fully activated. A written IAP is required for each operational period. The CEMP and EOC are fully activated. Normal university operations may be suspended. Staff vacations and planned leaves may be terminated. The EOC coordinates efforts with the City, County, or State as needed. Unified Command is typically used to manage incident response.
FULL ACTIVATION	1	<ul style="list-style-type: none"> The emergency situation is a disaster condition, regionally or statewide, and LU must fully activate the EOC and Communications Plan to address an immediate emergency response. Emergency conditions are widespread and LU must be self-sufficient for a period up to 72 hours. LU may request mutual assistance from the City of Beaumont, Jefferson County, and/or State agencies. 	<ul style="list-style-type: none"> Unified Command will be used to manage incident response. A written IAP is required for each operational period. LU Liaison Officer may be sent to the City or County EOC. LU may request assistance from an external incident management team to assist in managing the incident.

Figure 4.2 - Emergency Response Protocol





4.4. Emergency Management Structure

Emergency response activities at Lamar University follow the National Incident Management System (NIMS) and the Incident Command System (ICS). The following describes the various components of the Emergency Management structure.

LU Executive Operations Team (EOT)

The EOT provides direction in making strategic policy decisions for any incident that impacts the university's ability to meet its mission of teaching, research and public service. The EOT is made up of the following individuals:

- President
- Provost and Vice President for Academic Affairs
- Vice President for Finance and Operations
- Vice President for Student Engagement

The EOT convenes in the **Wayne A. Reaud Building Room 312** during Type 1, and 2 incidents, and as needed, often by telephone conference, for other incidents. The back-up meeting location in the event that Reaud Building is either unavailable or inconvenient will be CICE 113.

University President Succession of Authority

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following succession of authority applies if the University President is unavailable:

1. Vice President for Finance and Operations
2. Provost and Vice President for Academic Affairs
3. Vice President for Student Engagement

Vice President for Finance and Operations Succession of Authority

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following succession of authority applies if the Vice President for Finance and Operations is unavailable:

1. Executive Director for Campus Operations
2. Associate Vice President for Financial Services
3. Associate Vice President for Facilities Services

Agency Administrator (AA)

Per the President, the following individuals have been delegated the Agency Administrator duties and is the designated authority that works on behalf of the EOT to make emergency response decisions:

- Vice President for Finance and Operations
- Provost and Vice President for Academic Affairs
- Vice President for Student Engagement

The AA has the following responsibilities:

- In consultation with the IC, determines the Incident Type using the criteria outlined in Figure 3.1.
- If not predefined in standard operating procedures, the AA makes the final determination as to who is designated as the Incident Commander (IC) for each Type 4 or 5 Incident. The IMT is automatically activated for Type 1, 2, or 3 incidents.
- Authorizes either partial or full activation of the IMT and/or EOC by issuing a written (paper or electronic) delegation of authority.
- Cancels planned leaves and vacations for Type 1 or 2 Incidents.
- Makes recommendations on canceling or delaying classes and university operations.
- For incidents in which the University's IMT is activated for non-campus incidents, the VPFO serves as the Agency Representative with the authority to make decisions on matters affecting the campus' participation at the incident.

LU Incident Command System Organization

This CEMP follows the structure of the Incident Command System (ICS) for managing a response. There are three functional areas in the ICS structure: (1) Incident Commander (IC), (2) Command Staff, and (3) General Staff. The Command staff consists of IC, Deputy Incident Commander(s), and Public Information Officer (PIO). The General staff consists of Operations Chief, Planning & Assessment Chief, Finance & Logistics Chief, Information Technology Chief, Security Chief.

The LU-IMT generally assumes all of the Command and General Staff positions. The Incident Commander supervises the Command Staff and General Staff and is responsible for all emergency response activities and efforts. (See Figure 4.3 for LU Incident Command System diagram.)

In most Type 1 and 2 Incidents, the Incident Commander, Command Staff, and Section Chiefs will report to the Command Post or Emergency Operations Center if activated.

Incident Management Team (IMT)

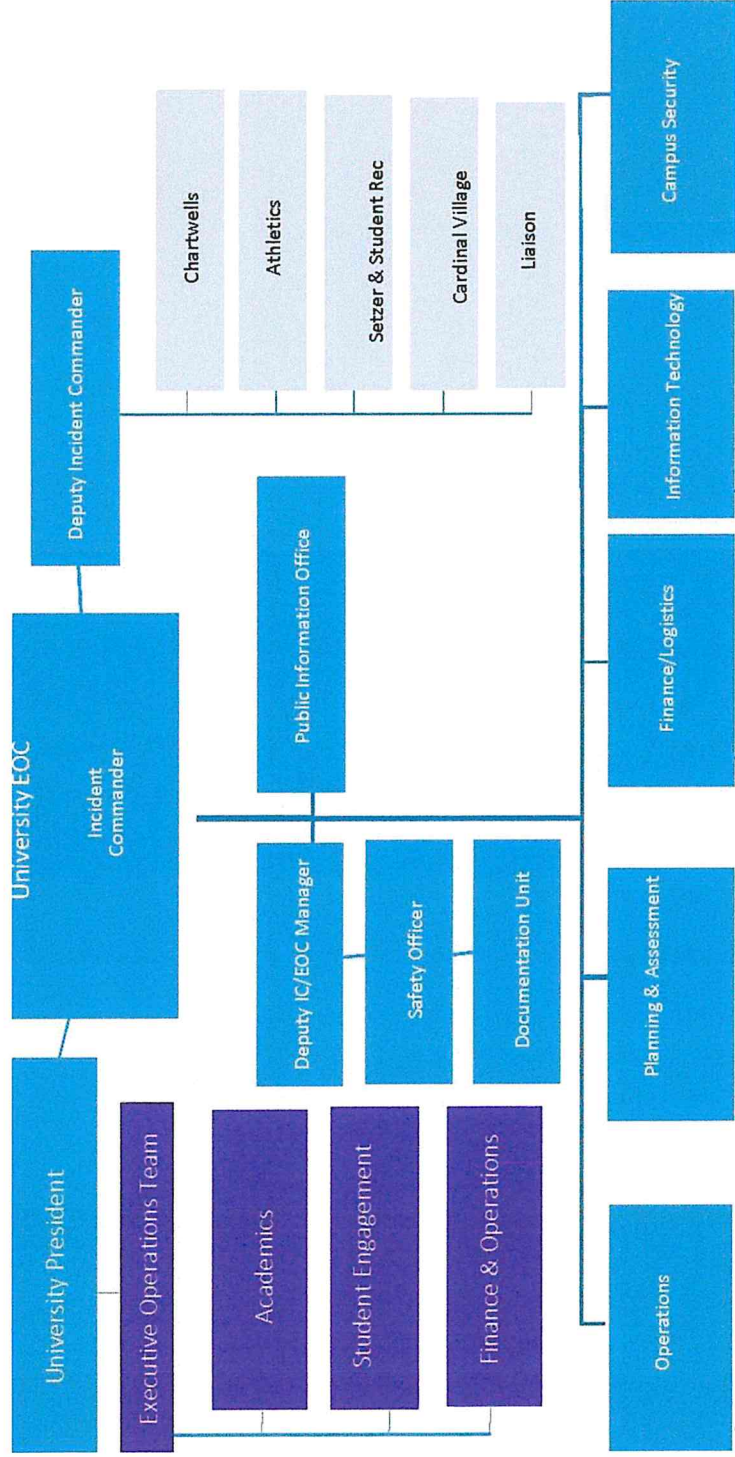
The LU-IMT provides the command and control infrastructure that is required to manage the logistical, fiscal, planning, operational, safety, and campus issues related to any and all incidents/emergencies. LU-IMT is made up of the individuals who would serve as the primary Incident Commanders and Command and General Staff. LU-IMT participants represent departments or units campus-wide. An incident's type and size will dictate whether all or some of the LU-IMT members are activated.

Lamar University's Incident Management Team (IMT) has trained in these positions and established an ICS structure, Figure 4.3. Due to the potential for limited personnel availability during a disaster, IMT staff has been trained in multiple positions. Current training and operational requirements set forth under NIMS have been adopted by Lamar University.



Comprehensive Emergency Management Plan

Figure 4.3 - LU Incident Command System (ICS)



Incident Commander

The Incident Commander (IC) manages all emergency activities, including development, implementation, and review of strategic decisions.

- The IC has the authority for all emergency response efforts and serves as supervisor to the Deputy IC, Public Information Officer (PIO), Operations Section Chief, Planning & Assessment Section Chief, Finance & Logistics Section Chief, Information Technology Section Chief, and Security Section Chief.
- The IC is responsible for the overall management of the incident and all activities/functions until the IC delegates and assigned them to Command or General Staff depending on the complexity of the event.
- The IC communicated closely with the Agency Administrator.
- The IC determines the location of the Command Post (CP). If the event continues to expand and the Emergency Operations Center (EOC) is activated, then the IC and CP staff and functions would move to the EOC.

The Incident Commander is responsible for the following tasks:

- Providing overall leadership for incident response.
- Assessing incident objectives.
- Establishing incident objectives.
- Developing the Incident Action Plan (in conjunction with General Staff Section Chiefs when General Staff is activated).
- Initiating Incident Command System: developing an appropriate organizational structure and

- delegating authority (e.g. ICS staffing)/functions to others.
- Authorize release of information to the news media and general campus community.
- Approve requests for additional resources.
- Keep Agency Administrator informed of incident status.
- Developing the ICS structure for any given event.

IC Succession of Authority

To maintain emergency management functions and orderly continuation of leadership in an emergency situation, the following succession of authority applies if the Vice President for Finance and Operations is unavailable:

1. Executive Director for Campus Operations
2. Director of EHS & Risk Management
3. Chief of Police

A Deputy Incident Commander¹ may be designated to:

- Perform specific tasks as requested by the IC.
- Perform the incident command function in a relief capacity.
- Serve as a technical expert on the incident if not trained to the level of an Incident Commander.
- Represent assisting agency that shares jurisdiction.
- Manage the Emergency Operations Center (EOC).

Establishing an Incident Commander

The IC is an individual with specific skills, knowledge base, and training needed to respond to the specific situation. This person should be trained as a FEMA recognized Type 3 All-Hazard Incident Commander.

When an incident occurs the initial Incident Commander will be established from the responding resources on-scene and communicated to Director EHS & Risk Management. During a more complex incident, a person with higher qualifications may be identified by the Agency Administrator. The on-site Lamar University IC will provide a situation status briefing to the Director EHS & Risk Management, who will brief the IC. Incident command may be carried out by a Unified Command established jointly by units and/or agencies that have direct functional or jurisdictional responsibility for the incident.

Command Staff

Command Staff report directly to the Incident Commander. Positions include the Deputy IC(s) and Public Information Officer. (See Appendix C: LU ICS Checklists for more details on Command Staff). Current lines of succession are provided for each position.

Public Information Officer (PIO)

The PIO is responsible for relaying incident related information to the public and media and with other agencies. This position is always activated for Type 1, 2, and 3 Incidents, and as needed for Type 4 Incidents.

1. Associate Director for Marketing & Communications
2. Vacant

Deputy Incident Commanders

The Deputy Incident Commanders are responsible for coordinating with internal partners, such as food service, athletics, and residential dorms. Deputy ICs also manage the Emergency Operations Center.

1. Executive Director for Campus Operations
2. Director of EHS & Risk Management

General Staff

The General Staff is comprised of five sections: (1) Operations, (2) Planning & Assessment, (3) Finance & Logistics, (4) Information Technology, (5) Security. Each section is headed by a Section Chief and can be expanded to meet the resources and needs of the response. Section Chiefs report directly to the Incident Commander.

Operations Section

The Operations Section is responsible for managing all incident specific operations of an emergency response, including:

- Developing operational components of the IAP.
- Determining needs and requesting additional resources.
- Reporting information about special activities, events, and occurrences to the IC.

The IC will designate the Operations Section Chief. This individual should have completed the FEMA All-Hazard Type 3 Operations Section Chief training.

Planning & Assessment Section

The Planning and Assessment Section is responsible for long-range planning for campus and building damages. The Section Chief also oversees the Safety Evaluation Teams, which are activated after an event to document campus and building damages

Finance & Logistics Section

The Finance & Administration Section is responsible for purchasing and cost accountability relating to the response effort. This section documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting, and develops FEMA documentation. This individual should have completed the FEMA All-Hazard Type 3 Finance & Administration Section Chief training. It is also responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g. personnel call-out, equipment acquisition, lodging, transportation, food, etc.) This individual should have completed the FEMA All-Hazard Type 3 Logistics Section Chief training.

4.5. Emergency Operations Center (EOC)

Emergency situations that require extensive coordination of resources, personnel, and information sharing will be managed in part, or in full by, the Emergency Operations Center (EOC).

The EOC is the centralized facility where emergency response and recovery activities are planned, coordinated, and delegated. The EOC will operate on a 24 hour, 7-day basis during extended events with rotating shifts until the emergency is over. The Incident Commander determines when the incident no longer needs coordination from the EOC. Normal shift rotation is 12 hours on, 12 hours off.

EOC Locations:

PRIMARY: Wayne A. Reaud Building, Room 202
SECONDARY: CICE, Room 113

EOC Activation:

The EOC will be activated during any situation that requires the immediate coordination of multiple university departments/units and auxiliaries.

The Agency Administrator has the authority to activate the EOC. If the Agency Administrator is unavailable, the Succession of Authority on page 20-21 shall be used. The degree to which the EOC is activated depends on the need for coordination and communication between internal and external interest.

Once the EOC is activated, the EOC Manager reports immediately to the EOC. EOC Manager and staff are responsible for preparing the EOC facility for operation and checking staff into the EOC.

As a standard practice, the Command Staff and General Staff Section Chiefs will report to the EOC to assume emergency response roles in a Type 1, 2, or 3 Incident (for more information on Incident Command Structure, page 20). The IC will determine which LU staff report to the EOC and which staff report to their normal workstations to coordinate response efforts.

Command Staff and General Staff are required to check-in with EOC staff upon arrival at the EOC. If a staff member is unavailable in an emergency, EOC Manager will coordinate with the Incident Commander to designate alternate staff positions based on the need.

4.6. Unified Command (UC)

Unified Command is used when more than one agency within the incident jurisdiction or when multiple jurisdictions are working together to respond to an incident. In many emergency situations the university will work in a Unified Command with either multiple departments/units on campus, or with the City of Beaumont and/or Jefferson County.

In a Unified Command with the city, the Agency Administrator will determine who will serve as the Joint Incident Commander representing Lamar University.

Beaumont Fire & Rescue will assume the role of Lead IC for any fire, special rescue, EMS, mass casualty incident, or hazardous materials event that requires their resources to respond. The Beaumont Police Department will assume Unified IC along with the LU Police Department for any event that requires significant law enforcement response.

When both Beaumont Fire & Rescue and Beaumont Police Department respond to the same incident they will designate the IC or determine if a Unified Command approach is needed. In these circumstances, a University official will serve as either Unified Commander or Agency Representative.

LU-IMT members and other appropriate personnel and resources will be integrated into ICS positions under the Unified Command. At the very least, the need for an Agency Representative and/or Liaison Officer from Lamar University should be anticipated, and under most circumstances, will be requested.

4.7. Transfer of Command

Transfer of Command is the process of moving the responsibility for incident command from one Incident Commander to another. Transfer of command may take place for many reasons, including:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies.
- Agency Administrator directs a change in command.

A main feature of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change. The following three key procedures should be followed whenever possible:

- The transfer should take place face-to-face.
- The transfer should include a complete briefing.
- The effective time and date of the transfer should be communicated to all personnel who need to know, both at the scene and elsewhere.

The transfer of command briefing should always take place. The briefing should include the following essential elements:

- Situation status.
- Incident objectives and priorities based on the IAP.
- Current organization.
- Resource assignments.
- Resources ordered and en route.
- Incident facilities.
- Incident communication plans.
- Incident prognosis, concerns, and other issues.
- Introduction of Command and General Staff member.

4.8. Incident Action Plan

An Incident Action Plan (IAP) is a written or verbal strategy for responding to the incident developed by the Incident Commander and Section Chiefs in the General Staff.

A written IAP is not required for smaller incidents. In those cases, the Incident Commander can verbally communicate response strategy to the LU-IMT and other responding resources.

In larger emergency situations, a written IAP will be more effective. A written IAP should be considered when:

- Two or more jurisdictions are involved in the response.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- A HazMat incident is involved (required).

Developing an Incident Action Plan

In larger emergency situations, the Incident Commander and Section Chiefs in the General Staff will meet immediately to develop the Incident Action Plan (IAP). The Deputy IC is responsible for the development, maintenance, and distribution of the IAP.

The Operations Chief will determine the amount and type of resources needed to accomplish the plan. The Planning & Assessment Section, Finance & Logistics Section, Information Technology Section, and Security Section will have to work together to accommodate those needs.

The IAP will include standard forms and supporting documents that convey the Incident Commander's intent and the Operation's Section direction for the accomplishment of the plan. The Deputy Incident Commander will communicate with other section Chiefs any materials and documentation needed to develop the plan. The Incident Commander approves the written IAP.

Copies of the IAP are distributed to the EOT and members of the IMT. The IAP should be conveyed to all resources on scene. A briefing prior to each shift should be held to communicate the IAP to everyone involved in the incident.

In a Unified Command situation, the unified Incident Commanders will work together and with Command and General Staff to develop the IAP.

Implementing the Plan

The Operations Section Chief is in charge of implementing components of the IAP. The Operations Section Chief will meet with supervisors of tactical resources to brief them on the plan and delineate their respective assignments.

The Operations Section has the authority to make appropriate adjustments to the plan as needed to meet the plan objectives in the most efficient manner possible. Changes should be communicated to the Incident Commander and Deputy IC and documented in the ICS 214.

A series of forms found in the IAP will assist the IMT in documenting and communicating information related to the incident.

4.9. Incident Documentation

It is important that the incident be properly documented throughout the response effort. Forms for documenting information will be provided by the Planning Section with the Incident Action Plan (IAP). Thorough documentation will:

- Involve tracking key decisions and actions implemented and made as the incident progresses.
- Ensure information is transferred accurately during shift changes.
- Inform the After Action Report (AAR) that will be compiled once the incident has been resolved.
- Assist in reimbursement measures taken after the incident has been resolved.

4.10. Media Relations

Members of the media will go to the designated media center (**Reaud Executive Event Space**). The Public Information Officer is responsible for the set-up, use, and breakdown of the Media Center. **All press releases must be approved by the Incident Commander.**

For information, the media can contact the Public Information Officer.

4.11. Deactivation Process

The Incident Commander decides when the situation is under control and the LU-IMT can be deactivated. Deactivation requires two key functions:

- Demobilization of Response Units (General Staff Sections).
- Documentation of Incident (i.e., After Action Report (AAR)).

The EOC Manager oversees the preparation of demobilization planning and collection of incident documentation.

Demobilization of Response Units

The IC meets with Section Chiefs to develop a demobilization plan for the General Staff Sections. Section Chiefs are responsible for overseeing the demobilization of their respective areas.

Documentation of Incident

After the incident has been resolved, an After Action Report (AAR) will be compiled to include information about the incident, the response actions taken, and lessons learned.

The AAR is developed by the Deputy IC. Information for the AAR will be gathered from the members of the IMT and other response team members. The AAR will serve as the official record describing the incident and the university's response efforts. **The lessons learned will be used to update the CEMP and will be incorporated in future university training exercises.**

Additional documentation required for insurance, FEMA, and disaster assistance purposes will be organized by the Finance & Logistics Section.

4.12. Campus Recovery

Some situations may cause the campus to cease some, or all, university operations. In situations when university operations have been shut down:

1. The first step to recovery is to ensure that the campus is safe and secure.
2. The second step will be to restore campus facilities and grounds.
3. The third step will be for the EOT to determine when and how to return to normal campus operations.

The Planning & Assessment Section Chief will be responsible for starting the recovery process while emergency response activities are still being implemented.

SECTION 5 – Emergency Management Training

5.1. Overview

This section describes the University's efforts to develop a trained and competent staff able to operate and support the Emergency Operations Center (EOC) and fulfill the responsibilities identified in this Emergency Operations Plan (CEMP). The CEMP, together with a staffed and functional EOC, provides a critical element of the overall emergency management effort and the ability to provide acceptable levels of protection and assistance to the campus community.

The Vice President for Finance and Operations (VPFO) is responsible for ensuring that staff members involved in the Lamar University Incident Command System are adequately trained. The VPFO has delegated the responsibility for developing and conducting appropriate training programs to the LU Emergency Management Plan (EMP).

The Emergency Management Plan is guided by seven objectives related to preparedness, mitigation, response, and recovery activities at Lamar University. Emergency management training is addressed through Section 1 in the *Lamar University CEMP - Volume II, Preparedness Plan*.

Objective XX. Enhance disaster preparedness capabilities through preparing, training, and exercising.

The Director EHS & Risk Management is responsible for the overall development and implementation of the program and is primarily tasked with the duties associated with Section 1. The EMP will have a formal, documented training program composed of training needs assessment, curriculum, course evaluations, and records of training. The comprehensive emergency management program will provide opportunities for campus personnel with response roles to receive training on the university's incident management system. Exercises and trainings address coordinating activities with all personnel with an emergency response role including superior, subordinate and lateral elements as well as neighboring jurisdictions. In addition, the EHS & Risk Management Director is available to provide individual preparedness training sessions directly to university departments and units upon request. The EHS & Risk Management office maintains records of current University Incident Management Team (IMT) members who have received emergency management related training, the types of past and proposed trainings, and the names and qualifications of trainers, if applicable.

The following are guidelines for training and preparedness:

- Emergency personnel receive and maintain training consistent with their current and potential responsibilities. Command and General staff positions complete FEMA's basic, intermediate, and advances Incident Command System (ICS) training as well as annual trainings on emergency

management. Staff trained in ICS will receive a 1-hour refresher course every two years. EOT members receive basic ICS overview training.

- Staff designated for ICS positions (Incident Commander, Public Information Officer, Liaison Officer, Safety Officer, Operations Chief, Planning & Assessment Chief, Finance & Logistics Chief, Information Technology Chief, and Security Chief) will attend the FEMA Type 3 course for their designated position, or a similar training.
- ICS training is available to response personnel in two formats: 1) on-line through FEMA's Independent Study Program, or 2) in-person classes taught by state or university staff. The basic and intermediate ICS courses are offered approximately two times per year and the advanced ICS courses are offered once per year.
- The EHS & Risk Management Director will ensure that the university EOC is kept in a state of readiness. The EOC will be assembled and tested a minimum of once per year.
- Department Directors are responsible for ensuring that emergency response staff members in their respective departments receive appropriate levels of emergency management training.
- Department Directors are responsible for developing and maintaining appropriate emergency response Standard Operating Procedures (SOP) and appendices as necessary to support the CEMP.

Exercises provide opportunities to evaluate the University's emergency response training and its ability to respond effectively to an emergency. They allow the University to identify weaknesses in policies, plans, procedures, facilities, equipment, training, and performance. Action items identified during post-exercise evaluations are recorded for potential incorporation into emergency management plans, procedures, and training, as appropriate. The LU Emergency Management program under Campus Operations has overall responsibility for coordinating emergency exercises on campus.

There are five types of emergency management exercises as follows:

1. Orientation Seminars

These sessions allow participants to evaluate plans and procedures before beginning a drill or exercise. They provide low stress environment in which to resolve questions of coordination and assignment of responsibilities.

2. Drills

Usually a single-function event. Drills are used to demonstrate, build, or refresh skills learned in training. They are focused on organizational standard operating procedures, such as testing the EOC activation call-out procedure and successor list.

3. Tabletop Exercises

A scenario-driven exercise that focuses on the roles and responsibilities of the Incident Management Team members. Management personnel participate in a written scenario activity to affirm the process, identify problems, and/or bring light to incorrect assumptions. The tabletop exercise provides practice of emergency management skills, identifies organizational or operational shortfalls and builds confidence in the overall Emergency Operations Center process.

4. Functional Exercises

A scenario-driven, real-time exercise used to practice specific parts of the Emergency Operations Plan. A functional exercise is a management- or activity-oriented exercise used to practice skills, build coordination and develop teamwork.

5. Full-scale Exercises

These exercises simulate an actual disaster in a “real time” setting. Depending on the level of the exercise, it may include the use of props, specialized equipment and special effects in some instances. A full-scale exercise requires a high degree of training, organization and planning, yet it allows the University to practice all aspects of the emergency operations plan and develop its relationship with external support agencies.

Each year the EHS & Risk Management Director will conduct an orientation seminar and tabletop exercise for the IMT. In addition, every other year (or as timing and resources allow), the University will participate in either a functional or full scale exercise. The Basic CEMP and/or one of its annexes will be used in at least one of the annual exercises. These exercises are considered an opportunity for specialized training related to the threats confronting campus. All exercises will include an after action report.

SECTION 6 – Plan Development and Maintenance

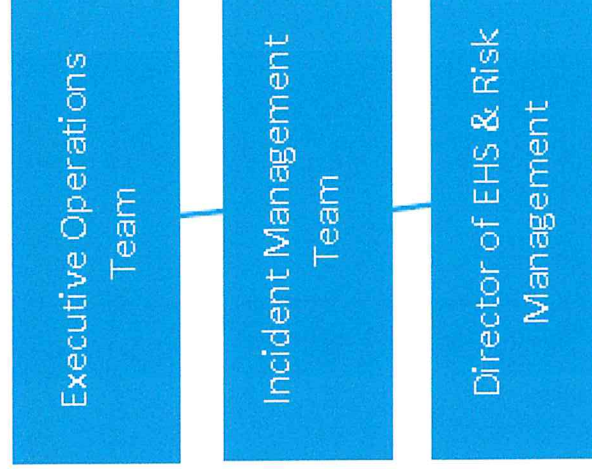
The Lamar University Emergency Operations Plan (CEMP) is a living document that will change according to situations and circumstances at the university. To ensure that the CEMP remains current and functional, LU has developed and Emergency Management oversight structure for non-incident planning and policy development (Figure 6.1). This oversight structure is the primary plan development and maintenance structure for all emergency management planning activities at LU.

The Vice President for Finance and Operations is the CEMP administrator and is the primary representative to the EOT. EHS & Risk Management is ultimately responsible for developing and maintaining the Lamar University CEMP. All efforts are made to ensure the plan remains current. EHS & Risk Management and the campus Incident Management Team (IMT) provide guidance and oversight on all emergency operation plan policies and procedures. EHS & Risk Management provides staff support in the development of emergency management plans and activities. To facilitate the development of plans, policies and procedures, smaller subcommittees can be formed as needed to conduct additional research and focus on developing a final product.

Figure 6.1 – Non-Incident Management Model

Executive Operations Team
provides executive leadership and oversight on all high level emergency management decisions for campus.

Incident Management Team (IMT) provides the command and control infrastructure that is required to manage the logistical, planning, operational, safety and campus issues related to any and all incidents/emergencies. This is the group that implements the CEMP. *Reports to the Vice President of Finance and Operations.*



Director EHS & Risk Management develops, coordinates, and implements the CEMP. Director also coordinates and manages all aspects of training, education, and outreach initiatives on campus. *Reports to the Executive Director for Campus Operations*



Comprehensive Emergency Management Plan

Review of the Plan

To maintain a current and functional plan, a formal review of the CEMP by the Incident Management Team will occur every other year. The University President has delegated the authority to promulgate the plan annually to the Vice President for Finance and Operations.

The CEMP will be updated, as necessary, based upon deficiencies identified in the drills and exercises, changes in organizational structure, facilities, technological changes, etc. Approved changes will be incorporated into the CEMP and forwarded to all departments and individuals identified as having possession of the plan. The EHS & Risk Management Director will be responsible for providing appropriate training to those individuals expected to participate in the implementation of the CEMP and participate in the Incident Command System.

The development and continued updating of all functional annexes is the responsibility of each of the lead departments identified in each annex. The EHS & Risk Management Director will be responsible for coordinating completion of the functional annexes.