

TEXAS A&M UNIVERSITY EMERGENCY OPERATIONS PLAN

MAY 2019

PROMULGATION STATEMENT

The Emergency Operations Plan (EOP) is a guide to how the University conducts all-hazards response. The EOP is written in support of emergency management and is built upon the National Response Framework as scalable, flexible, and adaptable coordinating structures to align key roles and responsibility. This plan and contents within shall apply to all university personnel participating in mitigation, preparedness, response, and recovery efforts. Furthermore, tasked organizations supporting EOP guidelines shall maintain their own procedures/guidelines and actively participate in the training, exercise, and maintenance needed to support this plan.

The EOP was prepared by Texas A&M staff and approved by executive management, thereby enabling activities contained within this document to be performed within the University's capability. Furthermore, this EOP has been made available to the Texas A&M System and with external agencies that may be affected by its implementation.

This EOP is also accessible via the web at www.tamu.edu/emergency.

APPROVAL AND IMPLEMENTATION

This Emergency Operations Plan (EOP) was prepared by Texas A&M University to develop, implement, and maintain a viable all hazards response capability and to establish a comprehensive approach to providing consistent, effective, and efficient coordination across a spectrum of activities.

This plan shall apply to all university personnel participating in mitigation, preparedness, response, and recovery efforts. Furthermore, the EOP may be applied to any University-sponsored events, whether on or off campus, and all public or private University-sanctioned activities.

This plan addresses emergency response activities at the Texas A&M University – College Station campus. It does not address emergency response activities at the Texas A&M Health Science Center campus sites, Texas A&M University at Galveston, Texas A&M University at Qatar, the Texas A&M University School of Law, or the Higher Education Center at McAllen. It does, however, address coordination with these campuses in the event of an emergency impacting their operations. These campuses have established and maintain separate plans and procedures specific to their emergency operations. This plan does not address the Texas A&M University System RELLIS campus or their operations.

The Office of Safety and Security shall be responsible for plan oversight and coordination with applicable stakeholders. This EOP is based on the “all-hazards” concept and plans for natural and man-made disasters and incidents. The plan is flexible in that part of the plan or the entire plan may be activated based on the specific emergency and decision by University executive management.

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This EOP and its supporting contents are hereby approved and is effective immediately upon the signing of all signature authorities noted below.

Approved: Signature on file Date: 5/2/2019

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Approved: Signature on file Date: 5/6/2019

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Note: (*) indicates plan resides in the Brazos County Interjurisdictional Emergency Management Plan

ACRONYMS

ACROYNM	EXPLANATION
AAR	After Action Report
ADA	Americans with Disabilities Act
ALS	Advanced Life Support
AMSB	Texas A&M System Building
ASTREC	Animal Science Teaching & Research Center
CEOC	Community Emergency Operations Center
CFR	Code of Federal Regulations
CIKR	Critical Infrastructure and Key Resources
CPG	Comprehensive Preparedness Guide
EAS	Emergency Alert System
ED	U.S. Department of Education
EMC	Emergency Management Coordinator
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Services
EOP	Emergency Operations Plan
ERM	Enterprise Risk Management
FBI	Federal Bureau of Investigation
FD	Fire Department
FEMA	Federal Emergency Management Agency
FMO	Financial Management Operations
GEPA	General Education Provisions Act
GERG	Geochemical & Environmental Research Group
HEOA	Higher Education Opportunity Act
HSC	Health Science Center
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
ICP	Incident Command Post
ICS	Incident Command System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding

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NCAA	National Collegiate Athletic Association
NIMS	National Incident Management System
PD	Police Department
PIO	Public Information Officer
RCRA	Resource Conservation and Recovery Act
RSS	Really Simple Syndication
SASE	Office of Safety & Security
SMS	Short Message Service
TAMU	Texas A&M University
TDD	Telecommunications Devices for the Deaf
UPD	University Police Department
USC	United States Code

SECTION I: PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS

A. PURPOSE

The purpose of the Texas A&M Emergency Operations Plan (EOP) is to outline the University's approach to emergency operations and to enable local, state and federal coordination. It provides general guidance for emergency management activities. The EOP and its contents describe the University's emergency response organization and assigns responsibilities for various emergency tasks. Specific support materials found in the EOP annexes and attachments describes details of who does what, when and how. Additionally, the EOP describes capabilities and resources, as well as establishes responsibilities and operational processes, to help protect the University from natural and manmade hazards, to save lives, to protect public health, safety, property, and the environment; and to reduce adverse psychological consequences and disruptions.

Although emergencies, disasters and catastrophic incidents typically result in impacts far beyond the immediate or initial incident area, the EOP provides a framework to enable the management of cascading impacts and multiple incidents, as well as, the prevention of and preparation for subsequent events.

The EOP supports the Brazos County Interjurisdictional Emergency Management Plan. It is the responsibility of those referenced in this plan to integrate their departmental procedures, guidelines, and emergency management activities, such as task performance and organization, while also participating in training, exercises, plan integration, and maintenance needed to support a collective process.

Additionally, the EOP

- Outlines the duties and responsibilities of the University divisions and departments.
- Empowers employees in an incident to act quickly and knowledgably.
- Informs and trains key stakeholders on their roles and responsibilities before, during, and after an incident.
- Provides other members of the community with assurances that the University has established guidelines and procedures to respond to incidents/hazards in an effective way.
- Establishes intra-agency and multi-jurisdictional mechanisms for involvement in and coordination of incident prevention, response, and recovery operations.
- Provides guidance for emergency operations and the utilization of all available university resources for the protection of lives, property, and the continuance of university operations in an emergency.

B. SCOPE

This plan and all contents contained herein shall apply to all university personnel and System personnel stationed on Texas A&M property in Brazos County (except for RELLIS campus, as previously noted). An incident or event affecting the university may also impact the surrounding community; therefore, this plan and all contents contained herein shall support the Brazos County Interjurisdictional Emergency Management Plan and any supporting Memorandums of Understanding (MOU) and/or Memorandums of Agreement (MOA).

The scope of the EOP applies to incidents and/or events of all sizes, including those that exceed the University's response services and capabilities, and may result in mutual aid activation, multijurisdictional response, and/or emergency operations center activation.

The University's EOP outlines the expectations of personnel, roles and responsibilities, direction and control systems, internal and external communications, training and sustainability of the EOP, authority and references as defined by local, state, and federal government mandates, common and specialized procedures, and specific hazard vulnerabilities and response/recovery.

C. SITUATION OVERVIEW

Texas A&M University ranks among the nation's largest academic institutions in virtually all categories and is a major stakeholder in the local, state, and national disaster arenas.

The University is at risk for many hazards, some of which have the potential for disrupting the University community and causing widespread damage and casualties, because of its geographic location, population concentration, high-rise buildings, rail, air and highway traffic, and other risk factors.

University Demographics, Population and Building Information

For information on University demographics, population and building information, please see: <http://dars.tamu.edu/>.

D. THREAT AND VULNERABILITY

The University is exposed to hazards – natural and man-made – that have the potential for disrupting the normal working operations, causing casualties, and damaging or destroying the facilities. A summary of major hazards is provided in the table below.

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HAZARD TYPE	LIKELIHOOD OF	ESTIMATED IMPACT TO	
	OCCURANCE	PUBLIC HEALTH & SAFETY	PROPERTY
Man-Made Hazards			
Acts of Violence (Active Shooter, Bomb Threats, etc.)	Low	High	Low
Civil Disorder	Low	Medium	Low
Cyber Security	High	Low	High
Utility Disruption	Low	Medium	Medium
Hazardous Materials Release	Low	Medium	Low
Structural Fire	High	Low	Medium
Terrorism	Low	High	Medium
Natural Hazards			
Dam Failure	Low	Low	Low
Flood	Medium	Low	Medium
Hail	Low	Low	High
Hurricane	Low	Low	Low
Infectious Disease Outbreak	Low	Medium	Low
Thunderstorms	High	Low	Low
Tornado	Low	Medium	High
Winter Storm	Low	Low	Low

Note: All categories designated as either Low, Medium, or High.

The University is a signatory on the Brazos County Hazard Mitigation Plan. County stakeholders, including the University, participate in the hazard assessment process, utilizing various methods to calculate threat and risk for natural disasters with the potential to affect the surrounding community. Additional information is available in the Brazos County Hazard Mitigation Plan accessible at: <http://bcdem.org/plans/>

The University also conducts an Enterprise Risk Management assessment periodically. Enterprise Risk Management (ERM) is a process applied strategically across the University to identify potential events that may adversely affect the entity and to manage the risks associated with those events. For more information about this process, visit: <http://urc.tamu.edu/enterprise-risk-management/>

E. CAPABILITY AND MITIGATION OVERVIEW

Texas A&M University is a signatory of the Brazos County Interjurisdictional Emergency Management Plan. The University and the surrounding emergency

management community have assessed their capabilities to respond to the most likely hazards and measures are in place to address those hazards.

The University works with the emergency management staff of the cities of Bryan and College Station, and Brazos County on a daily basis. A cooperative working relationship and team approach between the University and municipal governments for emergency response is a major strength on which the University relies. Prevention, protection, response, recovery, and mitigation capabilities are incorporated along with the adequacy of training, equipment, and personnel needs.

The University maintains a commissioned police force, an Advanced Life Support (ALS) emergency medical ambulance service, and a Hazardous Material Response Team, which augments the College Station Fire Department HazMat Response Team. The University is dependent upon the local municipalities for fire and rescue services, major hazardous material response capabilities, EMS backup, bomb squad response, police tactical responses, and assistance in emergency operations staffing and support. A list of current MOA/MOUs is provided in Attachment 1.

Texas A&M University supports the Brazos County Interjurisdictional Emergency Management Plan and may be called upon to support responses in Brazos County, in the seven county Brazos Valley COG region and/or elsewhere in the state. This EOP addressess all phases of emergency management (mitigation, preparedness, response and recovery). The University is committed to developing comprehensive robust plans, and training and exercising University emergency responders in coordination with local emergency responders.

F. PLANNING ASSUMPTIONS

The Texas A&M University EOP is based on the following planning assumptions and considerations as presented in this section.

- Any employee of Texas A&M University may be tasked by this EOP.
- 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 warnings and increased readiness measures may be possible. However, many disasters can, and may, occur with little or no warning.
- University officials 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 EOP.
- 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.
- Emergencies on the University campus may involve multiple responding departments and agencies which could include, but not be limited to, University Police, Environmental Health and Safety, Emergency Medical Services, Facilities Services / SSC Service Solutions, Marketing and Communications, Transportation Services, Utility and Energy Services, College Station Fire Department, and other appropriate University, city, county, state and federal agencies.
- In most cases, the fire department or law enforcement personnel will assume Incident Command, depending on the type of emergency.
- Hazardous conditions may follow any major disaster thereby increasing the risk of injuries and death.
- Casualties will be transported to local area hospitals. A.P. Beutel Health Center is a freestanding, ambulatory care facility with no emergency room. It is not equipped to receive patients from mass casualty incidents.
- Other University agencies or system components operating on the campus shall coordinate their emergency actions with this EOP.
- Regardless of the threat or type of emergency, it is possible that the following results may be encountered:
 - Death, injury, or illness of people and/or animals
 - Interruption or disruption to transportation
 - Interruption or 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

- Shortages 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
- Other

SECTION II: CONCEPT OF OPERATIONS

A. GENERAL

It is the responsibility of the University to protect life and property from the effects of disasters within its own jurisdiction. Texas A&M University has the primary responsibility for initial emergency management activities. Information located in this section is designed to give an overall picture of incident management. It will primarily clarify the purpose, and explain the University's overall approach to an emergency (i.e., what should happen, when, and at whose direction) to include the division of local, state, federal, and any intermediate interjurisdictional entities.

Top priorities for incident management are to:

- Save lives and protect the health and safety of students, faculty, staff, visitors, responders and recovery workers
- Ensure security of the University
- Protect and restore critical infrastructure and key resources
- Conduct law enforcement investigations to resolve the incident, apprehend the perpetrators, and collect and preserve evidence for prosecution and/or attribution
- Protect property and mitigate damages and impacts to individuals, the community, and the environment
- Facilitate recovery of individuals
- Recover operations

This EOP is based on the "all-hazards" approach. The plan is flexible in that part of the plan or the entire plan may be activated based on the specific emergency and decision by University executive management.

The University's concept of operations is that the emergency functions of various agencies/organizations/divisions/departments involved in emergency management will

generally parallel normal day-to-day functions or operations. To the maximum extent possible, the same personnel and material resources will be employed in both cases. Day-to-day functions that do not contribute directly to the emergency response may be suspended for the duration of any emergency. The efforts that would normally be required for those functions may be redirected to the accomplishment of emergency tasks by the department, division, or agency concerned.

The EOP addresses all preparedness activities embedded within the key areas of emergency planning.

B. PHASES OF EMERGENCY MANAGEMENT

In the event of an incident, the University will utilize the definitions below that are predicated on an all-hazards approach. The University acknowledges that most responsibilities and functions performed during an emergency are not hazard specific. Likewise, these guidelines account for activities pre-incident, incident and post-incident; consequently, key areas are noted as the following:

- **Mitigation** - Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters and emergencies. It involves the structural and non-structural measures taken to limit the impact of disasters and emergencies.
- **Preparedness** – Preparedness activities serve to develop the response capabilities needed should an emergency arise. Planning and training are among the activities conducted under this phase.
- **Response** – Response is the actual provision of emergency services during a crisis. These activities help to reduce casualties and damage, and speed recovery. Response activities include warning, fire response, evacuation, rescue, and other similar operations.
- **Recovery** – Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the University and provide for the basic needs of students, faculty, and staff. Long-term recovery focuses on restoring the university to its normal pre-disaster, or an improved, state of affairs. The recovery period is also an opportune time to institute future mitigation measures, particularly those related to the recent emergency.

C. NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

According to Homeland Security Presidential Directive 5 and the U.S. Department of Education, Institutions of Higher Education are among local agencies that must adopt NIMS if they receive Federal grant funds.

The National Incident Management System (NIMS) is a set of principles adopted by the University. NIMS provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment. This system ensures that those involved in incident response/recovery understand what their roles are and have the tools they need to be effective.

The University has adopted NIMS and the use of the Incident Command System (ICS) and in accordance with the U.S. Department of Education (ED) guidance, has identified “key personnel” such as Executive Leaders, General Personnel, Command Staff, and Incident Managers to complete specific courses in order for individuals to meet the organizational NIMS compliance.

The University participates in local governments’ NIMS preparedness programs. Identified University personnel participate in training and exercising the EOP’s procedures and hazard-specific annexes. The University is charged with ensuring that the training and equipment necessary for an appropriate response will be available. In a major emergency or disaster, University facilities may be damaged or need to be evacuated, people may be injured, and/or other incident management activities may need to be initiated. These activities must be organized and coordinated to ensure efficient incident management. The Incident Command System (ICS), a component of NIMS, will be used to manage all incidents and major planned events.

For more information on NIMS, see Attachment 7 of the Basic Plan of the Brazos County Interjurisdictional Emergency Management Plan.

D. RESOURCE DESIGNATION LEVELS

Most emergencies follow some recognizable build-up period during which actions can be taken to achieve readiness. Actions of specific departments involved in emergency response are detailed in the appropriate sections of these guidelines; however, it is acknowledged that disasters are unique occurrences, which require specific resources dependent upon the type, nature, and extent of the emergency. In this regard, this document is not all-inclusive, nor does it limit or restrict reasonable or prudent actions.

If an incident occurs, the University may immediately determine it to be a Campus Incident, a Community Incident or State Level Incident. The following Resource Designation Levels will be used as a means of delineating resource requirements:

- **Campus Incident:**

University response services and capabilities meet the needs of the circumstance without activation of the CEOC. Minor injuries to individuals or little damage to facilities may apply. Necessary community resources such as College Station Fire Department may be needed.

- **Community Incident:**

University response services and capabilities are exceeded by the demands and needs of the circumstance. The CEOC may be activated for a coordinated response in support of the Incident Commander.

- **State Level Incident:**

The University's and the community's response services and capabilities are exceeded by disastrous conditions resulting in activation of the CEOC. Mass casualties, severe injuries to persons, and/or severe damage to property exist. MOUs/MOAs are put into effect in coordination with additional support requested from local, state and federal entities.

E. EMERGENCY OPERATIONS PLAN ACTIVATION AUTHORITY:

The Associate Vice President for Safety and Security is the responsible authority for coordinating emergency measures for the University and serves as the Emergency Management Director. If the Associate Vice President is unavailable, the order of succession is:

1. Emergency Management Coordinator, Office of Safety Security
2. Director and Chief of Police, University Police Department
3. Director, Environmental Health & Safety

The Associate Vice President for Safety and Security, or designee, will obtain a briefing from the Incident Commander (IC) on the nature of the incident and assessment of the situation. Following the incident briefing and a brief discussion of next steps, the Associate Vice President will brief the executive management.

F. OUTSIDE REQUEST FOR ASSISTANCE

Requests for the University to send emergency support to external jurisdictions may be received from any number of entities.

- Requests should be communicated to the Emergency Management Director (EMD) and the Emergency Management Coordinator (EMC). Information on the

- request will be forwarded through the chain of command to the Office of the President for concurrence.
- Commitment of resources such as food services, transportation, security, etc. to these requests should only be granted if excess capacity - beyond that needed by the University - is available.

G. REQUESTS FOR ADDITIONAL RESOURCES AND COORDINATION WITH OTHER JURISDICTIONS/AGENCIES

If the Community Emergency Operations Center (CEOC) is not activated, requests for additional support may be made to the University Police Dispatch, the Facilities Services / SSC Service Solutions Communication Center, or the EMC, and as appropriate, from the incident command post. In the event of CEOC activation, requests will be made through the emergency operations center.

H. NOTIFICATION AND WARNING

Timely warnings of emergency conditions are essential to preserve the safety and security of the University community and critical to an effective response and recovery. Detailed information on Notification and Warning may be found in Annex A: Warning.

I. EMERGENCY COMMUNICATIONS

Reliable and interoperable communications systems are essential to obtain the most complete information on emergency situations and to direct and control the resources responding to those incidents.

Detailed information on communications for first responders may be found in Annex B: Communication.

J. EMERGENCY PUBLIC INFORMATION

The Division of Marketing and Communications has primary responsibility for communications efforts during an emergency involving the College Station main campus; however, the University Police Department Public Information Officer (PIO) or the local Emergency PIO Group may provide additional support. HSC Governmental and Public Affairs has primary responsibility for communications efforts during an emergency involving the Health Science Center campus sites. Communications will be coordinated between the Division of Marketing and Communications and HSC Governmental and Public Affairs for incidents involving the main campus and HSC campus sites.

Detailed information on emergency public information may be found in Annex I: Public Information.

K. NON-EMERGENCY EXTERNAL COMMUNICATIONS

During an incident, the University expects to receive a high volume of calls seeking information as to the welfare of students, staff, and faculty from concerned parents, relatives, spouses, friends, and loved ones. The surge in volume of calls to the University's main numbers may quickly exceed the system's capabilities.

It is essential that call centers are activated and staffed as soon as possible to handle anticipated volume of non-emergency calls related to the incident.

Call centers may also be a resource in helping to control rumors. Call centers will only release information that has been approved by the Incident Commander and Marketing and Communications. See Annex O: Human Services for more detailed information.

SECTION III: ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. ORGANIZATION

Emergency Management for Texas A&M University is comprised of the following:

- **Office of Safety & Security**
The Office of Safety & Security (SASE) is comprised of the Associate Vice President for Safety & Security, the Emergency Management Coordinator, the Assistant Emergency Management Coordinator, and the Business Continuity Program Coordinator. SASE is responsible for emergency management planning and operations for the University. Upon the activation of the CEOC for a University incident, the Emergency Management Coordinator will assume the role as CEOC Manager, unless delegated.
- **Executive Policy Group**
The Executive Policy Group is comprised of the Executive Vice President for Finance and Operations, the Associate Vice President for Safety & Security, the Associate Vice President for Facilities & Operations and/or their designees. The Executive Policy Group will work with other community leaders to provide guidance and direction during an incident in coordination with the CEOC Manager. The Executive Policy Group will serve as the liaison between the

CEOC and the University's executive management including the Provost and President.

- **Executive Management**

University executive management is comprised of the President and Chief Executive Officer, Provost and Executive Vice President, and Vice Presidents of the university. Executive management will monitor response activities, support Marketing and Communications in media relations and lead recovery efforts as set forth in Annex J, Institutional Recovery.

B. UNIVERSITY POSITION ROLES AND EXPECTED ACTIONS

Upon learning of an incident occurring on University grounds, the following position roles and actions should guide implementation of the EOP:

- **The Associate Vice President for Safety and Security shall:**
 - Be responsible for directing all emergency measures within the University.
 - Ensure effective communications to the university community including overseeing activation of emergency notification systems (i.e., Code Maroon), communications with university and System executive management and appropriate emergency response entities.
 - Serve on the Executive Policy Group
- **Emergency Management Coordinator (EMC), or designee, shall:**
 - Provide support and resources to the incident commander as requested
 - If the situation warrants activation of the CEOC, the EMC will assume the role of the CEOC Manager, unless delegated. The CEOC Manager is responsible for coordination and collaboration with the City of College Station, Brazos County, and City of Bryan upon activation of the CEOC.
 - Staff positions in the CEOC as needed.
- **Administrative Departments (non-academic) shall:**
 - Shall support the activation of the EOP accordingly from the onset of notification of an incident.
 - Shall retain administrative and policy control over their employees and equipment, during emergency operations. However, personnel and equipment may be utilized to support the mission assignments directed by the Incident Commander, or the CEOC.
 - Should begin to formulate a plan to provide adequate time for personnel and crew rest while maintaining continuous relief efforts. *Initial reaction to a*

major incident may require extended operations with work crews operating in shifts.

- Upon CEOC activation, personnel, as assigned, will direct the efforts of their departments or organizations from the CEOC, unless advised otherwise, according to their respective guidelines for emergency operations or standard operating procedures (if applicable) or send a liaison to the CEOC if managing their efforts from a department operation center.
- **Supervisors** at all levels must repeatedly emphasize safety of students, faculty, staff, visitors, and the public.
- **The Texas A&M Health Science Center** is responsible for the safety of its faculty, staff, students, and visitors. Therefore, the health science center must coordinate emergency response efforts with both local jurisdictions and Texas A&M University. More information is located in Attachment 5 of this plan.

SECTION IV: DIRECTION, CONTROL AND COORDINATION

A. INCIDENT COMMAND POST (ICP)

Incident Command Post is located within safe proximity to the emergency site and is generally responsible for incident response management as follows:

- Serves as a temporary field location for tactical-level on-scene incident command and management.
- Is the on-site headquarters for the Incident Commander, Command Staff, and General Staff.
- Serves as a field collection point for tactical intelligence and analysis.
- Conducts all operations using the Incident Command System (ICS).
- Is typically established prior to activation of the CEOC.
- Provides the initial securing of the perimeter of the area, coordinates the actions of the operating units, and remains operational during the field actions (rescue, response, recovery, etc.) phases, as required.

Incident Command or Unified Command shall:

- Coordinate the actions of fire, police, EMS, and all other responding emergency units to the scene through a Unified Command System.

- **The University Police Department assumes Incident Command/Unified Command** in all civil disturbances, bomb incidents, and terrorist activity operations (local and state police will coordinate with arriving FBI at a suspected terrorist event).
- **The College Station Fire Department assumes Incident Command/Unified Command** in all emergencies except those specifically assigned to the police department.
- Command all field activities and has the authority to direct all on site incident activities within the University's jurisdiction.
- Establish an ICP and provide an assessment of the situation to the University EMD or other officials, identify incident management resources required, and direct the on-scene incident management activities from the command post.
- The first trained emergency responder on-scene will assume the role of Incident Commander until a more qualified individual can assume command.

B. COMMUNITY EMERGENCY OPERATIONS CENTER (CEOC)

Upon activation, the CEOC becomes the centralized communication and coordination facility for Texas A&M University emergency response. The CEOC is the key to successful coordinated efforts and responsible for supporting the Incident Commander and consequence management actions. The CEOC, if applicable:

- Serves as the central meeting and gathering location for critical management and support personnel, and serves as the incident support operations and resource center.
- Facilitates the flow of communication and coordination between the different operating agencies, different levels of government, and the public.
- Supports the Incident Commander by mobilizing and deploying resources as requested.
- Assembles accurate information about the incident and provides situational analysis
- Issues community-wide warnings and alerts
- Provides public information services and coordinating activities with the on-scene Public Information Officer (PIO) and the Joint Information Center, if established
- Communicates and implements policy-level decisions from the Executive Policy Group
- Organizes and implements evacuation
- Obtains local, state, and federal assistance as needed

EOC Locations Include:

- The Primary EOC
 - Brazos Valley Community Emergency Operations Center (CEOC) at 110 N. Main Street in downtown Bryan.
- The Alternate EOC
 - Kyle Field Command at 756 Houston Street on the Texas A&M University Campus.

C. COMMUNITY EMERGENCY OPERATIONS CENTER (CEOC) AND INCIDENT COMMAND POST (ICP) INTERFACE

A clear division of responsibilities between the ICP and the CEOC (if activated) during an emergency is critical to an effective and timely operation. A general division of responsibilities is outlined below. A division of responsibilities may be modified based upon unique specific incidents and operations.

If an incident warrants additional resources, the University EMD or Incident Commander would initiate activation of the Community Emergency Operations Center (CEOC). Upon activation of the CEOC for a University incident, the University EMC, or designee, may serve as the CEOC Manager.

- Texas A&M has the responsibility for emergency operations within its jurisdiction. Other local government agencies responding to a request for assistance will normally be under the authorities granted by their jurisdiction; however, they are under the direction of the incident commander.
- The services of the Emergency Management Coordinators within Brazos County will normally be available to each jurisdiction, whether the disaster is localized or countywide. They may serve as liaisons to the City Mayors, County Judge, or other local government agencies and may fill positions in the CEOC.

SECTION V: ADMINISTRATION, FINANCE, AND LOGISTICS

A. GENERAL

The finance team, led by Financial Management Operations (FMO), is responsible for the collection and organization of incident-related costs. Departments will submit incident costs to the finance team on a daily basis for the previous 24 hours. The finance team will provide executive management and the Office of Safety & Security with current cost

estimates throughout the response and a final cost total upon the conclusion of the response.

Below is a brief description of key elements of the TAMU Disaster Finance Plan.

B. COST TRACKING

Upon activation of the disaster finance plan, FMO will issue a project number for the incident response effort, and will disseminate the project number for use by all departments participating. This project number will be utilized in conjunction with the applicable accounting code to document all response and recovery costs associated with any disaster or emergency that requires a substantial response effort.

Departments participating in the emergency response will maintain detailed records of costs for emergency operations to include:

- Personnel costs (overtime and back-fill)
- Equipment operations costs
- Costs for leased or rented equipment
- Costs for contract services to support emergency operations
- Costs of specialized supplies expended for emergency operations

C. DOCUMENTATION

All emergency-related costs must be documented to ensure an accurate cost total and potential state or federal reimbursement. All documentation should include:

- For personnel costs, the hours worked and incident assignments;
- For equipment costs, hours used, incident assignments, and operator name; and
- For purchased equipment and supplies, the purpose of equipment/supply purchase (e.g., a resource request).

D. FUNDING AND TRACKING OF RESOURCES AND EXPENDITURES

Emergency operations may require significant resources. Tracking those resources is vital for several reasons:

- Knowing what resources are on hand and available
- Anticipating what will be needed
- Tracking resources and returning resources at the conclusion of the operation
- Tracking costs as necessary for reimbursements

SECTION VI: PLAN DEVELOPMENT AND MAINTENANCE

The EOP utilizes existing program expertise and personnel to provide mitigation, preparedness, response and recovery efforts of post event consequences. Structured as demonstrated in the Comprehensive Planning Guidelines 101 (CPG 101, Nov. 2010) while also following the principles of the National Incident Management System (NIMS) and the Homeland Security Exercise and Evaluation Program (HSEEP), the EOP addresses response, training, exercises, equipment, evaluation, and corrective action practices.

The University's Office of Safety and Security shall oversee and/or coordinate with applicable partners the following EOP actions:

- The EOP Basic Plan shall be reviewed annually and modified as necessary by staff of the Office of Safety and Security. Final results of the reviews and any changes to the EOP shall be presented to the Associate Vice President for Safety and Security for approval before being submitted to the President through administrative channels. The plan will be submitted for signatures every three years or sooner if significant changes are proposed.
- Each University unit or department identified as having a role in this EOP is responsible for communicating the content of the EOP to their staff and ensuring key staff have the opportunity to attend EOP training and exercise activities.
- The organization and upkeep of the EOP includes process changes such as an EOP review and update schedule. The review cycle includes basic updates by the Office of Safety and Security staff and the generation of a draft document that will be sent to the relevant partners for review and recommendations. After a review period and consideration of stakeholder comments, the document will be finalized and signatures obtained. Substantive changes between review periods such as changes in roles or responsibilities will prompt notification to listed stakeholders. Minor edits such as grammar or spelling changes will require no notification.
- Ensure that the EOP is consistent and compatible with the Brazos County Interjurisdictional Emergency Management Plan.
- Ensure EOP compliance with the state and federal guidelines listed in Section VIII: Authority and References.

SECTION VII: TESTING, TRAINING AND EXERCISE

Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises shall be held annually to train response personnel and evaluate the adequacy of the EOP. A full scale exercise shall be performed at least once every three years. Following HSEEP guidance, an After Action Report (AAR) as appropriate, for each exercise shall be developed and submitted to the Texas A&M University System Office of Risk Management and Benefits Administration.

All exercises will be conducted in accordance with Texas A&M University System Policy for Emergency Management (34.07) and System Policy for Emergency Management Plans (34.07.01).

AFTER ACTION REVIEWS

After action reviews of emergency responses can yield valuable feedback to the emergency planning process and enable Texas A&M University (TAMU) to improve future emergency responses. The scope of after action reviews may range from small to large depending upon the complexity of the response and the number of TAMU departments and outside entities involved.

Criteria for Conducting an After Action Review:

- Activation of the Emergency Operations Center (EOC)
- Death of an employee, student or visitor
- Significant release of a hazardous substance, e.g., natural gas release in occupied space, laboratory fire or explosion, and environmental release of hazardous materials
- At the discretion of the Environmental Health and Safety, the University Police Department, TAMU Emergency Medical Services, Facilities Services, the Emergency Management Coordinator, the Associate VP for Safety & Security, or University executive management.

After action reviews are intended to be examinations of the emergency response effort and/or the ensuing recovery efforts. Investigations into the root cause of an incident are not the focus of this section. Input for the after action report may come from after action debriefings or follow-up meetings or from written comments provided by any person involved in or observing the emergency response action.

The after action report should be written and, at a minimum, provide the information to include a summary of the incident, participating response organizations, and major strengths and areas for improvement regarding the response. A copy of the report should be provided to involved responders, the administrator(s) of the responding departments, and the Emergency Management Coordinator. The EMC shall retain a copy of the report, including any recommendations for corrections or improvements.

SECTION VIII: AUTHORITY AND REFERENCES

These guidelines apply to Texas A&M University. The organizational and operational concepts set forth in these guidelines are promulgated under the following authorities:

- **Federal**
 - The Disaster Relief Act of 1974, PL 93-288 as amended.
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707
 - Emergency Management and Assistance, Code of Federal Regulations, Title 44.
 - Superfund Amendments and Reauthorization Act of 1986, PL 99-499 (Title III, “Emergency Planning and Community Right-to-Know Act of 1986”).
 - Clean Water Act, (Section 311 of USC 1251).
 - Clean Air Act, (40 CFR Part 51).
 - Resource Conservation and Recovery Act (RCRA).
 - Public Health Security and Bioterrorism Preparedness and Response Act (42 CFR Part 73)
 - Agricultural Bioterrorism Protection Act of 2002; Possession, Use and Transfer of Biological Agents and Toxins (7 CFR Part 331 and 9 CFR Part 121)
 - Higher Education Act of 1965 as amended by the Higher Education Opportunity Act (HEOA) of 2008, Public Law 110-31
 - Homeland Security Act of 2002 (CIKR, Intro-2, CPG 101)
 - Homeland Security Presidential Directive: HSPD 3, 5 and 8
 - National Response Framework
 - National Protection Framework

- **State**
 - The Texas Disaster Act of 1975, V.T.C.A. Government Code, Title 4, Chapter 418.

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- Texas Hazardous Substances Spill Prevention and Control Act, Chapter 26, Subchapter G. Texas Water Code.
- Texas Education Code Sec. 51.217
- Texas Education Code Sec. 51.218
- State Solid Waste Disposal Act, Texas Civil Statutes Article 4477-7.
- State of Texas Emergency Management Plan

- **Local**
 - Texas A&M University System Policy for Emergency Management (34.07)
 - Texas A&M University System Regulation for Emergency Management EOP for System Campuses (34.07.01)
 - Texas A&M University Rule for Environmental Health and Safety Programs (24.01.01.M4)
 - Brazos County Inter-jurisdictional Emergency Management Plan

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PLAN CONTACT INFORMATION

NAME AND POSITION	EMAIL	PHONE NUMBER
Christopher M. Meyer Associate Vice President Office of Safety & Security	c-m-meyer@tamu.edu	845-1362
Monica Martinez Emergency Management Coordinator Office of Safety & Security	mmartinez@tamu.edu	821-1041
Leslie Lutz Assistant Emergency Management Coordinator Office of Safety & Security	leslielutz@tamu.edu	821-1040

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RECORD OF CHANGE

CHANGE NUMBER	DATE OF CHANGE	DESCRIPTION OF CHANGE	CHANGE MADE BY:
Throughout	7/31/2013	Minor grammatical corrections. Signatory authorities/executive policy group updates to reflect administrative changes. Updates referencing Dining Services and Facilities Services to reflect new status.	SASE
Throughout	12/1/2014	Minor grammatical changes. Signatory authorities/executive policy group updates to reflect administrative changes. Compass Group USA changed to SSC Service Solutions.	SASE
Throughout	1/13/2016	Minor grammatical changes and terminology changed throughout. Signatory authorities/executive policy group updates to reflect administrative changes.	SASE
Throughout	9/15/2017	Minor grammatical and formatting changes throughout and updates to reflect administrative changes. Additions specific to the Health Science Center throughout and in Attachment 5. Expansion of the finance section to reflect the creation of the Disaster Finance Plan. Removal of Attachment 1: NIMS Summary.	SASE
Throughout	April 2019		SASE

Note: SASE stands for the Office of Safety & Security.

RECORD OF DISTRIBUTION

Texas A&M University distributes an email annually to all students, faculty, and staff with information about emergency procedures and links to electronic version of the emergency operations plan. The plan is available on the emergency preparedness website at the following link: <http://www.tamu.edu/emergency/resources/plans.html>

ATTACHMENT 1
SUMMARY OF AGREEMENTS
AND CONTRACTS

TEXAS A&M UNIVERSITY EMERGENCY OPERATIONS PLAN ATTACHMENT 1: SUMMARY OF AGREEMENTS AND CONTRACTS

1. Brazos County Interjurisdictional Mutual Aid Agreement (January 7, 2004)
2. Brazos Valley Regional Mutual Aid Agreement (February 11, 2004)
3. College Station and Texas A&M University Memorandum of Agreement and Understanding (December 3, 1971) for fire suppression on Texas A&M University property
4. College Station and Texas A&M University Interlocal Agreement (February 1, 2009) for fire suppression at Easterwood Airport
5. Community Emergency Operations Center Interlocal Agreement (June 19, 2007)
6. Law Enforcement Assistance Interlocal Agreement (October 2, 2008)

ATTACHMENT 2
SUPPLEMENTAL EMERGENCY
PROTOCOLS

ATHLETIC EVENTS EMERGENCY PROTOCOLS

GENERAL

Emergency protocols have been established for responding to emergencies that could endanger lives of patrons or personnel at athletic events on the Texas A&M University campus. The full text for each athletic facility's emergency protocols is available upon request by contacting the Associate Vice President for Safety and Security.

PURPOSE/RESPONSIBILITIES

During normal operations, personnel from University Police Department, Athletic Department, Bryan/College Station Fire and Police Departments, TAMU Emergency Medical Services, TAMU Environmental Health and Safety, Facilities Services/SSC Service Solutions, and Transportation Services will respond as necessary to a given emergency at a facility holding an athletic event. Staffing at each event may change as required to enable an effective emergency response.

Decisions concerning crowd control and emergency management of critical situations during athletic events are the ultimate responsibility of the University Police Department, but will be made in consultation with the TAMU Athletic Department. The Game Manager and the Director of Security and University Police, or their designees, will maintain a constant communication capability and fully discuss situations that are occurring. The Director of Athletics and TAMU President will be notified of a critical incident. Emergency situations related to crowd management, communications, evacuations and sheltering, traffic management, staging, and triage areas are addressed in the emergency protocols. Response to specific critical incidents, such as, bomb threat, working fire, and weather emergency, are also addressed.

ATHLETIC FACILITIES WITH EMERGENCY PROTOCOLS

- Kyle Field
- Reed Arena
- Bluebell Park
- West Campus Athletic Venues
 - Davis Diamond
 - E. B. Cushing Track & Field Stadium
 - Ellis Field
 - Mitchell Tennis Center

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ATTACHMENT 2: SUPPLEMENTAL EMERGENCY PROTOCOLS

- McFerrin Athletic Center
- Rec Center Natatorium (Specific for NCAA events)
- Athletic Department Events at Traditions Golf Course
- North Campus Athletic Venues*
 - Hildebrand Equine Complex
 - Cross Country Events

Note: (*) designates that the emergency protocol is still in draft form

**ATTACHMENT 3
CONSIDERATIONS FOR
PERSONS REQUIRING SPECIAL
ASSISTANCE**

TEXAS A&M UNIVERSITY EMERGENCY OPERATIONS PLAN

ATTACHMENT 3: CONSIDERATIONS FOR PERSONS REQUIRING SPECIAL ASSISTANCE

This attachment outlines additional considerations for persons requiring special assistance during emergencies.

GENERAL

In order to overcome barriers as described in the General Education Provisions Act (GEPA) Section 427, Texas A&M University has identified several university departments and programs on campus that have resources that can be accessed prior to and during an emergency to aid those on campus who may require special assistance. These individuals may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

The university encourages individuals who require special assistance during an emergency to discuss their needs with someone in their building prior to an emergency. Students may register with Disability Services (described below), while faculty and staff may contact Human Resources and/or their supervisor.

NOTIFICATION

The following highlights the ways that the university ensures notifications are made more accessible for persons requiring special assistance. For additional information on notification and warning, see Annex A: Warning.

- Text messages and emails sent via the Code Maroon System allow the university to communicate effectively with individuals who may be deaf or hard of hearing.
- Code Maroon allows for campus EAS messages to appear captioned on the campus cable televisions.
- All registrar-controlled classrooms have installed audio alert systems that relay a Code Maroon message over loud speakers to aid those without text message capabilities or the blind to receive the message.
- Door-to-door contact will be utilized when appropriate to communicate with individuals who may have language barriers. Emergency responders carry visual translators to aid in communication or can utilize language translators through their dispatch centers. The Department of Residence Life purchased visual translators for their staff to utilize during an emergency with their non-English speaking population.

TEXAS A&M UNIVERSITY EMERGENCY OPERATIONS PLAN

ATTACHMENT 3: CONSIDERATIONS FOR PERSONS REQUIRING SPECIAL ASSISTANCE

EVACUATION

The following highlights the ways that the university will provide reasonable accommodations for persons requiring special assistance to evacuate. For additional information on evacuation, see Annex E: Evacuation.

- Individuals requiring assistance to evacuate a building should first seek aid from others within their facility. If help is unavailable or additional help is needed, individuals should call 911. Emergency responders are equipped with specialized equipment to aid in the extraction and evacuation of persons with physical disabilities.
- During an evacuation of campus, persons requiring transportation assistance may contact Transportation Services or University Police Dispatch for paratransit assistance.

SHELTERING

The following highlights the ways that the university will provide reasonable accommodations for persons requiring special assistance during a sheltering operation. For additional information on sheltering, see Annex C: Shelter & Mass Care.

- All university facilities are accessible to persons with physical disabilities and meet Americans with Disabilities Act (ADA) standards. University shelters will also comply with FEMA's guidance on Functional Needs Support Services in General Population Shelters.
- Should the university need to provide a temporary shelter, persons requiring special assistance may request the following accommodations. Note: Other accommodations not listed here should be requested through shelter management.
 - Service animals will be allowed to accompany their owners into facilities. Service animals are defined as any canine that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Owners should come prepared to care for their animals for the duration of the sheltering operation.
 - Persons requiring refrigeration for their medications may contact shelter management, who will provide assistance by either providing access to a refrigerator or another means to cool their medications, such as a cooler with ice.

TEXAS A&M UNIVERSITY EMERGENCY OPERATIONS PLAN ATTACHMENT 3: CONSIDERATIONS FOR PERSONS REQUIRING SPECIAL ASSISTANCE

- Individuals who require electricity to power or charge their medically necessary equipment may notify shelter management, who will provide them access to electrical outlets within the facility.
- Individuals may require communications assistance. These accommodations should be requested through staff management. Examples of such accommodations are below.
 - Persons who are blind or have low vision may have shelter staff read them printed notices, advisories, and other written information.
 - Translators can be made available for non-English speakers.
 - Telecommunications devices for the deaf (TDD) can be made available for persons with hearing or speech difficulties.

ADDITIONAL SERVICES

- Disability Services offers students accommodations, counseling, evaluation referral, disability-related information, adaptive technology services, sign language interpreting, and transcription services for academically related purposes. This is a voluntary program as students have the option to utilize Disability Services resources, but are not required to contact or report to the department.
 - Pre-emergency education – Each student, as part of their intake appointment upon registering with Disability Services, receives a copy of the 12th Man Emergency Playbook (or is directed to an online resource) as well as guidance on how to access special assistance during an emergency.
 - Emergency Response – During an emergency, Disability Services can be accessed through the Division of Student Affairs.
- Dean of Faculties – Faculty members may contact the Dean of Faculties to discuss reasonable accommodations.
- Human Resources – Policy and Practice Review provides departmental staff with information on understanding the Americans with Disabilities Act (ADA) and works with departments on reasonable accommodations for specific staff employees, to include building access.

**ATTACHMENT 4
EMERGENCY COORDINATION
WITH CAMPUS SITE
LOCATIONS**

TEXAS A&M UNIVERSITY EMERGENCY OPERATIONS PLAN

ATTACHMENT 4: EMERGENCY COORDINATION WITH CAMPUS SITE LOCATIONS

GENERAL

Texas A&M University has extended academic, research, and/or clinical operations at campus sites throughout the State and overseas. As such, these campus sites are exposed to various hazards. While some hazards are common to all sites, some hazards may be specific to a particular site. Likewise, each site has different demographics, organizational structures, and response capabilities. Some of these campus sites have substantial operations, facilities, and personnel. The following sites maintain their own emergency operations plans that meet the needs for the respective campus sites.

The campus sites include:

- Texas A&M University at Galveston
- Texas A&M University at Qatar
- Texas A&M University School of Law – Ft. Worth
- The Higher Education Center at McAllen
- The Texas A&M Health Science Center
 - Bryan/College Station
 - Corpus Christi
 - Dallas
 - Houston
 - Kingsville
 - McAllen
 - Round Rock
 - Temple

PURPOSE

The purpose of this attachment is to outline the coordination between the above campus sites and the Texas A&M University executive management. As extensions of Texas A&M University, coordination with and information flow to Texas A&M University is critical to ensure the safety and well-being of these campus communities during emergencies.

EMERGENCY AUTHORITIES

Each site's senior administrator, as defined within each site's emergency operations plan, may issue population protective actions, alter personnel schedules in support of an

TEXAS A&M UNIVERSITY EMERGENCY OPERATIONS PLAN ATTACHMENT 4: EMERGENCY COORDINATION WITH CAMPUS SITE LOCATIONS

emergency response, and identify trained personnel as deemed essential for maintaining critical campus operations, as specified in their emergency plan.

Specific emergency authorities for each site are located in the respective emergency operations plans.

EMERGENCY NOTIFICATION AND WARNING

Each campus site has access to an emergency notification system. These systems are designed to get critical life safety information to the campus community. Each campus site has identified several key personnel with access to their system and the authority to issue emergency messages. Detailed information about each campus site's emergency notification systems is located in their emergency operations plans.

COORDINATION WITH TEXAS A&M UNIVERSITY

Coordination between campus sites should generally proceed as follows. Upon notification of an incident and after taking appropriate life safety actions as defined in their emergency plan, the campus site administrator should contact the Office of the Provost and/or the Office of Safety & Security. The Office of the Provost and the Office of Safety & Security will then share information with the Office of the President, the Division of Marketing & Communications, and other critical departments as appropriate. If necessary, a crisis support group may be convened of these departments to discuss available main campus resources and the most appropriate ways to coordinate support for affected campus sites.

The main campus can provide the following resources, including but not limited to:

- Crisis communication support
- Academic support
- Student support
- Faculty staff support

While the main campus can provide additional support and resources, it is unable to provide emergency response capabilities due to geographic distance, unless otherwise outlined in their respective campus emergency operations plan. Therefore, each campus must integrate with local emergency first responders to provide life safety response and support.