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<td>Initial, completely new and Revised EOP/SOPs</td>
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LETTER OF PROMULGATION

The Alamo Colleges (District) provides a safe and secure environment for our faculty, staff and students to teach, work and learn. As such, the District has developed a comprehensive Emergency Operations Plan (EOP) with supporting Standard Operating Procedures (SOPs). When implemented, this plan will provide timely, effective and efficient emergency response for the benefit and protection of the entire District community.

The District EOP utilizes the National Incident Management System (NIMS) and the Incident Command System (ICS) and includes policies and general procedures for a wide range of incidents and various levels of emergencies. In addition, the plan contains organizational components, response protocols and the establishment of assigned teams with emergency roles and responsibilities. These teams will receive training on a regular basis and participate in emergency drills and exercises.

Included in the plan is a critical framework for coordination and mobilization of District assets, including strategies for responding to and recovering from an incident. An annual review of this plan will be conducted to ensure all components, policies and procedures are current and effective.

No plan can completely prepare an organization for every threat. However, the District Administration supports this plan in an effort to keep the members of the District community as safe as possible, and urges all faculty, staff and students to not only be aware that the plan exists but to also take a vested interest in the total emergency readiness program for the District.

The District Emergency Operations Plan and Standard Operating Procedures are hereby approved. The plan takes effect immediately and supersedes all previous emergency plans for overall District emergency operations.

___________________________________
Dr. Bruce H. Leslie
Chancellor

Official Effective Date____________
CONCURRENCE

The following District Executive leaders acknowledge that their Departments and Colleges have designated task assignments and emergency management responsibilities in order to protect students, faculty, staff, visitors, District property and the environment as indicated in this document and as it may be revised.

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PREFACE

The Alamo Community College District Emergency Management Program (EMP) is a District-wide program that guides the emergency personnel and resources before, during and after a natural, technological or human-caused incident. The new Emergency Operations Plan (EOP) and Standard Operating Procedures (SOP) will be the primary document in determining how the District plans and manages emergencies, disasters and catastrophes that impact any District facilities under the District’s custody and control. Although this program does not cover every conceivable situation, it does provide comprehensive administrative procedures necessary to respond effectively to incidents caused by threats in the all-hazards environment.

The District policies and procedures herein shall be adhered to by all administrators whose responsibilities and authority cover the operational procedures in the EOP and SOPs, including all attachments to these documents. District personnel will conduct the organizational planning, training, drills and exercises necessary to implement and maintain the program to the extent required to meet or exceed regulatory requirements while also meeting or exceeding best practices in emergency management.

Any program changes, suggestions, or recommendations shall be submitted in writing to the Enterprise Risk Management (ERM) Department for technical review and consideration. Major revisions to the program will be submitted in writing by ERM through the Vice Chancellor of Finance & Administration for the Chancellor’s consideration.

___________________________________
Dr. Bruce H. Leslie
Chancellor
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ACRONYMS USED IN THE PLAN

AAR  After Action Report
ACPD  Alamo Colleges Police Department (previously DPS)
ADA  Americans with Disabilities Act
AED  Artificial External Defibrillator
ANSI  American National Standards Institute
ARC  American Red Cross
ASTM  American Society for Testing and Materials
BAT  Building Action Team
BCP  Business Continuity Plan
BRT  Business Recovery Team
CAT  Crisis Action Team
CFR  Code of Federal Regulations
CMAS  Commercial Mobile Alert System
COOP  Continuity of Operations Plan
COP  Crisis Operations Plan and Common Operating Picture
CPR  Cardio Pulmonary Resuscitation
CPS  City Public Service
CTTC  Central Texas Technology Center
DATP  Datapoint Center
DHS  Department of Homeland Security
DOP  Department Operations Plan
DPS  Department of Public Safety
EEI  Essential Elements of Intelligence
EMAP  Emergency Management Assessment Program
EMC  Emergency Management Coordinator
EMS  Emergency Medical Services
EOC  Emergency Operations Center
EOP  Emergency Operations Plan
EPA  Environmental Protection Agency
EPG  Executive Policy Group
EPI  Emergency Public Information
ERM  Enterprise Risk Management Department (District)
ERT  Emergency Response Team
FBI  Federal Bureau of Investigation
FEMA  Federal Emergency Management Agency
FERPA  Family Educational Rights and Privacy Act
FSH  Fort Sam Houston
HAZCOM  Hazardous Communication
HAZMAT  Hazardous Materials
HIPAA  Health Insurance Portability and Accountability Act
HR  Human Resources
Acronyms (Continued)

HSPD  Homeland Security Presidential Directive
IAP  Incident Action Plan
IC  Incident Commander
ICP  Incident Command Post
ICS  Incident Command System
IDA  Initial Damage Assessment
IMT  Incident Management Team
IPAWS  Integrated Public Alert and Warning System
IT  Information Technology
JIC  Joint Information Center
JIS  Joint Information System
KERR  Greater Kerrville Alamo Colleges Center
LAFB  Lackland Air Force Base
LO  Liaison Officer
LOFD  Live Oak Fire Department
LOPD  Live Oak Police Department
MACC  Multi-Agency Coordination Center
MACS  Multi-Agency Coordination System
MOU  Memorandum of Understanding
NFPA  National Fire Protection Association
NIMS  National Incident Management System
NOAA  National Oceanic and Atmospheric Administration
NRF  National Response Framework
PFA  Psychological First Aid
PII  Personal Identifiable Information
PIO  Public Information Officer
POC  Point of Contact
PPE  Personal Protective Equipment
PR  Public Relations
RAFB  Randolph Air Force Base
SAFD  San Antonio Fire Department
SAPD  San Antonio Police Department
SITREP  Situation Report
SO  Safety Officer
SOP  Standard Operating Procedure
SWC  Southwest Campus
SwRI  Southwest Research Institute
TCEQ  Texas Commission Environmental Quality
TDEM  Texas Division of Emergency Management
THIRA  Threat and Hazard Identification and Risk Assessment
UCFD  Universal City Fire Department
UCPD  Universal City Police Department
WETC  Westside Workforce Education and Training Center
I. INTRODUCTION

A. Purpose

The Emergency Operations Plan (EOP) establishes policies, procedures and an organizational structure for response to emergencies of a magnitude to cause a significant disruption of District operations and describes the roles and responsibilities of District personnel during emergency situations. The supporting Standard Operating Procedures (SOPs) are designed to direct specific actions to protect lives, District property and the environment through effective use of District and community resources.

An emergency may be sudden and without warning. These procedures are designed to be flexible in addressing incidents of various types and magnitudes. This EOP addresses threats that are likely to create emergency incidents that could impact District operations. It further provides guidelines for stabilization and recovery from such an incident. These guidelines include emergency instructions and references in a concise format for those individuals designated to manage District resources and lead efforts in response and recovery. The EOP provides the reason for the design and use of more specific SOPs, which describe in detail the actions for those with roles and responsibilities.

The District has adopted the National Incident Management System (NIMS) in accordance with Homeland Security Presidential Directive (HSPD)-5. The adoption of NIMS provides a consistent approach to the effective management of situations involving natural, technological or man-made disasters, including terrorism. NIMS helps the District integrate its response activities using a set of standardized organizational structures designed to improve interoperability between all levels of government, the private sector, nongovernmental organizations, and between the District and all the Alamo Colleges.

The EOP, in accordance with the National Response Framework (NRF), is an integral part of the national effort to prevent and reduce America’s vulnerability to terrorism, major disasters, and other emergencies, while minimizing damages and recovering effectively. In the event of an Incident of National Significance, as defined in HSPD-5, the District will integrate all operations with all levels of government, the private sector, and nongovernmental organizations through the use of NRF coordinating structures, processes, and protocols.

The first priority and obligation of the District, within the limits of its resources, is the safety and health of students, employees and guests in the event of an emergency, disruption, and/or major interruption in the District’s mission and operations. District obligations extend to enabling each College within the District to meet its individual obligations. These obligations include ensuring the ability to rapidly restore services and to carry out functions critical to the mission of the District.
B. Scope

The EOP is referred to as the basic plan as it is designed as policy guide for the District’s emergency operations. This plan applies to all personnel of the Alamo Community College District. Each College will develop and use their emergency operations plan (EOP) and standard operating procedures (SOP) that are site-specific for their operations. The Scope of the District EOP is supported by the following concepts:

- The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, 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, property damage and harm to the environment.

- The District EOP presents a proactive approach to emergency management, including an emergency response organization which is consistent with the NIMS and the Incident Command System (ICS), as well as best practices. Use of this systematic approach facilitates communication and coordination between the Colleges, District, and the municipalities/county/state emergency response agencies who respond during and after an emergency or disaster. This plan further ensures that the District is eligible for State funding of response-related personnel, materials, and equipment costs during declared disasters, beyond those involving normal operations or those covered by insurance.

- The Colleges shall use NIMS and the ICS framework as the basis for their EOP and SOPs. Incidents typically begin and end locally, and are managed on a daily basis at the lowest possible geographical, organizational, and jurisdictional level. However, there are instances in which successful incident management operations depend on the involvement of multiple jurisdictions, levels of government, functional agencies, and/or emergency responder disciplines. These instances require effective and efficient coordination across a broad spectrum of organizations and activities.

- The District realizes it is unlikely for a major incident to occur that would impact the entire District simultaneously, but an incident of sufficient magnitude could strike an individual District Office or College, which would involve all levels of government. Therefore, using the NIMS concepts keeps the entire District better prepared should a larger and more complex incident occur. To this end the District and its College emergency teams participate in training exercises to enhance readiness. The Enterprise Risk Management Department also works towards the general readiness awareness of staff, faculty and students.

- The District, through its Enterprise Risk Management Department and the Alamo Colleges Police Department, has developed comprehensive procedures in the Standard Operating Procedures (SOP) Annex that support the Emergency Operations Plan (EOP). The SOPs in the Annex direct District personnel to anticipate, recognize, evaluate, react to, and address the most likely threats that would create emergencies and disasters.
C. Vision

The Enterprise Risk Management (ERM) Department, a division of the Human Resources and Organizational Development, will assist the Alamo Colleges to become the best prepared in the nation. In that regard, ERM’s vision is to achieve excellence for the District’s emergency readiness.

D. Mission

It shall be the mission of the District to respond to an emergency incident in a safe, effective, and timely manner. District resources shall be utilized to accomplish the following principles known in the Incident Command System by the acronym LIPS:

- Priority 1: Life Safety by Performance of Protective Actions to Ensure the Health of Employees, Students and Visitors
- Priority 2: Incident Stabilization by Control or Removal of a Threat
- Priority 3: Property Preservation Through Direct Protection of Infrastructure and Mitigation of Damages
- Priority 4: Societal Restoration by Returning District/College Operations Back to Normal

It is anticipated that, as operations progress from Priority 1 through Priority 2 and 3 responses, the administrative control of the location will transition from the emergency management response structures back to the normal District organizational structure—the final priority.

E. Objectives

The District has defined its objectives to achieve the priorities in its mission. These are:

- Provide an acceptable level of health/safety and security for students, employees, vendors and guests when an emergency incident occurs.
- Identify and define emergency roles and responsibilities of the District staff, faculty and students.
- Minimize time for the decision making process during emergency disruptions.
- Compile information concerning equipment, inventory, vendor information and emergency contact lists.
- Provide a standard for exercises, maintenance, and implementation of the District Emergency Management Program.
- Minimize delays in recovering to pre-event levels of operations.
- Identify mission critical systems, applications, and vital records to be protected and restored.
• Provide for the continuity of the identified mission critical systems, applications, and vital records.

• Ensure continuation of services to students.

• Improve the marketability of the District in the insurance market and lower insurance premiums through documented and active Emergency Management and Continuity of Operations (COOP) programs.

F. Emergency Management Program Ownership

Implementation and accuracy of the District emergency management program is the responsibility of the Enterprise Risk Management (ERM) Department Director, as appointed by the Chancellor and/or Vice Chancellor of Finance & Administration. The ERM Emergency Management Coordinator (EMC) is responsible for completing the implementation of the Program.

Implementation and accuracy of the College emergency management programs is the responsibility of the Presidents and/or Vice Presidents, but with oversight support from the ERM Department.

G. Applicability

This EMP applies to all administration, staff, faculty, students, vendors, visitors and volunteer personnel assigned or attached to Alamo Colleges while on District property or traveling elsewhere on District business. Through the implementation of this program the safety and health of the individual takes precedence, regardless of location or job responsibility.

H. Assumptions

The EMP is predicated on a realistic approach to the threats likely to be encountered during an actual emergency or disaster. The District assumes the following conditions and statements reflect the realities of implementing the Program during an incident, no matter the scale or complexity:

• An emergency or disaster may occur at any time with little to no warning.

• The EOP and SOPs serve only as guidelines. These documents may require modifications in order to meet the compelling conditions of a specific emergency. The Program is intended to provide general guidance for development of emergency services, and for response and recovery efforts. Each incident is unique and should be managed accordingly. The Program is not a substitute for sound judgment, nor is it a rigid set of rules to be followed at any cost.

• The District EMP and College EMP(s) are active programs that reflect the changing environment and requirements of the Alamo Community College District. The programs require continued resource support to maintain and keep the entire District in a constant state of readiness.

• A sufficient number of qualified District personnel, possessing the appropriate skills, will be available to implement the EMP through various teams and committees.
- The District will remain functional to some degree even if after a Local Emergency Declaration for Bexar County. The basic priorities for emergency services and restoration of essential services to the County/City will normally take precedence over recovery of the District; however, the District's EMP can still provide for emergency management response and a more expeditious restoration of the District's resources for supporting its time-sensitive functions.

- The EMP is based on the availability of resources for emergency services and the restoration of mission critical functions within the District.

- The initial recovery efforts will focus on the restoration of the mission critical functions identified in the EOP and in the Continuity of Operations Plan (COOP). Mission critical functions will initially be staffed with a minimum number of key personnel. During transition from response to recovery efforts, additional staff will be assigned, additional facility resources will be provided, and additional business functions will be restored in a systematic manner as described in the COOP.
I. Plan Authority

The Emergency Management Program is promulgated under the authority of District Policy, the District NIMS Resolution (Attachment 2), the Chancellor’s, and the Presidents’ and Vice Chancellors’ (PVC) Advisory Group. The following laws, regulations, guides and best practices are the basis for the District’s legal foundation for implementing this EOP:

1. Federal

- Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121
- Emergency Planning and College Community Right-to-Know Act, 42 USC Chapter 116
- Emergency Management and Assistance, 44 CFR
- Homeland Security Act of 2002
- National Incident Management System
- National Response Framework
- National Strategy for Homeland Security
- The Family Educational Rights and Privacy Act of 1974

2. State

- Government Code, Chapter 418 (Emergency Management)
- Government Code, Chapter 421 (Homeland Security)
- Government Code, Chapter 433 (State of Emergency)
- Government Code, Chapter 791 (Inter-local Cooperation Contracts)
- Government Code, Chapter 51, Education Code, Section 1. Subchapter E, Notification of Penalty for False Alarm or Report
- Health & Safety Code, Chapter 778 (Emergency Management Assistance Compact)
- Texas Education Code, Subchapter E, Chapter 51, Section 51.219, Notification of Penalty for False Alarm or Report
- Executive Order of the Governor Relating to Emergency Management
- Executive Order of the Governor Relating to the National Incident Management System
- Administrative Code, Title 37, Part 1, Chapter 7 (Division of Emergency Management)
- The Texas Homeland Security Strategic Plan, Part III, February 2004
3. Local

- City Ordinance #67229, dated June 2, 1988 (Emergency Management Program) and San Antonio City Code Article 8 Section II
- City Ordinance #101347, September 2005 (National Incident Management System Adopted)

4. Alamo Colleges District

- Emergency Management Program (EMP) Rev: 12/14/2011
- Chancellor letter stating District will follow NIMS (Attachment 2)
- All relevant District Board Policies regarding emergency operations and safety

5. Standards and Best Practices

- Emergency Management Accreditation Program (EMAP) Standard
- ANSI Standard Reference for Emergency Management
II. DISTRICT DESCRIPTION

The Alamo Colleges (District) is located primarily in Bexar County with satellite operations in adjacent Counties. The Alamo Colleges serve the Bexar County community through five colleges — San Antonio College (est. 1925), St. Philip’s College (est. 1898) (with its associate Southwest Campus), Palo Alto College (est. 1985), Northeast Lakeview College (est. 2007), and Northwest Vista College (est. 1995). They are distributed throughout Bexar County (Figure 1) and include a student population of over 60,000 supported by more than 4,000 employees, including faculty, administrators and staff. The normal operating structure of the District and its Colleges is provided as Attachment 1 to this Plan. The entire District operates throughout the year.

![Diagram of District Colleges]

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<tr>
<th>Northeast Lakeview College</th>
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<tr>
<td>1201 Kitty Hawk Rd.</td>
<td>3535 N. Ellison Dr.</td>
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<tr>
<td>Universal City, TX 78148</td>
<td>San Antonio, TX 78251</td>
</tr>
<tr>
<td>(210) 486-500</td>
<td>(210) 486-4000</td>
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<td>[Campus Map]</td>
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<table>
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<tr>
<th>Palo Alto College</th>
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<td>1400 Villaret Blvd.</td>
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</tr>
<tr>
<td>San Antonio, TX 78224</td>
<td>San Antonio, TX 78212-4299</td>
</tr>
<tr>
<td>(210) 486-3000</td>
<td>(210) 486-0000</td>
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<tr>
<td>800 Quintana Road</td>
<td>1801 Martin Luther King Dr.</td>
</tr>
<tr>
<td>San Antonio, Texas 78211</td>
<td>San Antonio, TX 78203</td>
</tr>
<tr>
<td>(210) 486-7000</td>
<td>(210) 486-2000</td>
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<td>201 W. Sheridan</td>
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<tr>
<td>San Antonio, TX 78207</td>
<td>San Antonio, TX 78204</td>
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There are additional satellite operations associated with each of the five primary colleges that include activities in seven nearby counties, many of which are associated with military facilities and independent school districts. Each of these sites has its own unique vulnerabilities to threats in the all-hazards environment, and like the colleges, and the District Offices, require evaluation and preparation for incident response and recovery.

These sites include:

Datapoint Center (DATP)
9729 Datapoint Drive
San Antonio, TX 78229

Southwest Research Institute Center (SwRI)
6220 Culebra Road
San Antonio, TX 78228

Southwest Campus (SWC)
800 Quintana Road
San Antonio, TX 78211

Brackenridge Education & Training Center
532 N. Center
San Antonio, TX

Fort Sam Houston (FSH)
2408 North New Braunfels Avenue
San Antonio, TX 78234-5030

Lackland Air Force Base (LAFB)
Building 5725; First Floor, room 144
1550 Wurtsmith St., Suite 5
Lackland AFB, TX 78236

Westside Workforce Education & Training Center (WETC)
563 S.W. 40th Street
San Antonio, TX 78237

Randolph Air Force Base (RAFB)
301 B Street West
Randolph AFB, TX 78150

Central Texas Technology Center (CTTC)
2189 FM 758
New Braunfels, TX 78130

Floresville Center
1813 Tiger Lane
Floresville, TX 78114
830-393-5363

Greater Kerrville Alamo Colleges Center (KERR)
1010 Barnett Street
Kerrville, TX 78028

Service Area Map

FIGURE 2
COUNTIES SERVED BY THE DISTRICT OPERATIONS
III. THREAT AND HAZARDS ASSESSMENT

The Alamo Colleges Emergency Management Program is based on a sound threat analysis. This is necessary to ensure the District is making plans and preparing resources for the most likely response and recovery needs. The District operations have internal and external vulnerabilities to threats while performing its core mission in the all-hazards environment.

These hazards may be natural, technological, human-caused or a combination, depending on the incident. Not all hazards in Bexar County affect the District equally as a likely threat. Satellite operations will also have variations in their threat picture. The degree of threat depends often on the location of District site and the characteristics of its operations. When the District has vulnerabilities to a hazard, the hazard becomes a potential threat. It may be a continual threat (e.g., loss of utilities) or variable, including by season (e.g., ice storms). When the District has a vulnerability to a likely threat, the District may take actions to prevent losses, or reduce them, through controls (e.g., fire protection systems). When controls are inadequate or unavailable to reduce losses, the condition is defined as a gap or vulnerability. Vulnerabilities can sometimes be further addressed by depending on outside organizations for support, e.g., through mutual aid and memorandums of understanding (MOU) for additional support, when the District resources are not adequate during emergencies.

FIGURE 3
THREAT ENVIRONMENT AND DISTRICT VULNERABILITIES
A. The Threat Assessment Design

A complete, detailed assessment of the most likely hazards that can become threats will be developed in the near future with the City and County of San Antonio through a NIMS process known as THIRA (Threat and Hazard Identification and Risk Assessment). THIRA is a complex and community-integrated process. Until that process is clearly defined for community college application and is developed with the San Antonio Office of Emergency Management (SAOEM), the District will implement a basic threat assessment founded on the geographical and demographical information for the County, along with the known history of past impacts and losses from various threats in the all-hazards environment that have impacted the District.

B. General All-Hazards Environment Description

1. Geography

Bexar County is in south-central Texas, about 190 miles (305 km) west of Houston and 140 miles (225 km) inland from the Gulf of Mexico. San Antonio is at the edges of four Texas Ecological Areas: The Edwards Plateau (Hill Country), The Blackland Prairie, The Post Oak Savannah, and the South Texas Plains.

The Balcones Escarpment bisects the county from west to northeast; to the north of the escarpment are the rocky hills, springs and canyons of the Texas Hill Country. South of the escarpment are Blackland Prairie and the South Texas plains. The San Antonio River rises from springs north of Downtown San Antonio, and flows southward and southeastward through the County. A number of creeks produce lowland flooding during flash-flooding conditions.

Bexar County has a total area of 1,257 square miles (3,255.6 km²), of which 1,247 square miles (3,229.7 km²) is land and 10 square miles (25.9 km²) (0.78%) is covered by water. Its elevation is 808 feet above sea level.

2. Local Climate

The Bexar County climate is a modified sub-tropical climate at the edge of the Gulf Coastal Plain. Mild winters feature predominately northerly winds. Summers are hot and humid with southeast coastal breezes or dry hot winds from the southwest. Average annual rainfall is 27 to 28 inches falling mostly from April through September. May and September have the highest rainfall averages of around 3.5 inches. The area is subject to severe storms, with intense lightning, hail and tornadoes spawned by Gulf hurricanes. Ice storms may also occur, however snowfall is a rare occurrence.

| TABLE 1 |
| **BEXAR COUNTY CLIMATE** |

<table>
<thead>
<tr>
<th>Climate Averages</th>
<th>Bexar County, TX</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rainfall (inches)</td>
<td>29.6</td>
<td>36.5</td>
</tr>
<tr>
<td>Snowfall (inches)</td>
<td>0.4</td>
<td>25</td>
</tr>
<tr>
<td>Precipitation Days</td>
<td>77</td>
<td>100</td>
</tr>
<tr>
<td>Sunny Days</td>
<td>224</td>
<td>205</td>
</tr>
<tr>
<td>July Temperature High</td>
<td>95.3</td>
<td>86.5</td>
</tr>
<tr>
<td>January Temperature Low</td>
<td>40.5</td>
<td>20.5</td>
</tr>
</tbody>
</table>
3. Population

The Bexar County Population is estimated in 2013 to be 1,708,523.

4. Cities within the County

- Alamo Heights
- Balcones Heights
- Castle Hills
- Cibolo
- China Grove
- Converse
- Cross Mountain
- Elmendorf
- Fair Oaks Ranch
- Grey Forest
- Helotes
- Hill Country Village
- Hollywood Park
- Kirby
- Leon Springs
- Leon Valley
- Live Oak
- Lytle
- Olmos Park
- San Antonio
- Schertz
- Scenic Oaks
- Selma
- Shavano Park
- Somerset
- St. Hedwig
- Terrell Hills
- Timberwood Park
- Universal City
- Von Ormy
- Windcrest

5. Adjacent counties

- Kendall County (north)
- Comal County (north)
- Guadalupe County (northeast)
- Wilson County (southeast)
- Atascosa County (south)
- Medina County (west)
- Bandera County (northwest)

6. Highways

- The following major highways pass through the County:
  - Interstate 10
  - Interstate 35
  - Interstate 37
  - Interstate 410
  - U.S. Highway 87
  - U.S. Highway 90
  - U.S. Highway 181
  - U.S. Highway 281
  - State Highway 16

7. Ports and Railroad Lines

- Port of San Antonio
- Amtrak
- Union Pacific
8. Major Airports and Military Bases

- San Antonio International Airport
- Lackland Air Force Base
- Kelly Air Force Base
- Randolph Air Force Base
- Fort Sam Houston
- San Antonio Military Medical Center
- Brooks City-Base

9. Industrial Sites and Chemical Storage

Bexar County has thousands of sites with industrial chemicals, including chemical refineries and chemical/gas pipelines. Each District property will have to be evaluated for the impacts from uncontrolled releases from the chemical sites nearest them. In addition, there are also 23 superfund sites in the County with substantial environmental pollution:

- J C Penno Waste Oil Service
  4927 Higdon Rd., San Antonio, TX, 78201
- Shepherd Lead
  16250 Shephard Road, San Antonio, TX, 78201
- First Quality Cylinder Inc.
  931 West Laurel, San Antonio, TX, 78201
- Alleged Ammonia Release
  Fulton Ave. & Capital St., San Antonio, TX, 78201
- Brunner Company
  1913 South Flores Street, San Antonio, TX, 78204
- Big Tex Grain Co
  354 Blue Star Street, San Antonio, TX, 78204
- Trottner Iron And Metal
  325 Colima Street (Formerly 1105 S. Medina Street), San Antonio, TX, 78207
- San Antonio Gas and Electric Co Gas Plant
  Se Cor. Of Matamoras & S Comal, San Antonio, TX, 78207
- San Antonio Train Collision
  Cross Of Mission & Lonestar Rd., San Antonio, TX, 78210
- Tropicana Energy Company
  419 Somerset Road, San Antonio, TX, 78211
- R And H Oil Tropicana
  403 Somerset Road, San Antonio, TX, 78211
- R And H Oil Co
  403 Somerset, San Antonio, TX, 78211
- Age Refinery
  7811 South Presa St, San Antonio, TX, 78223
- Eldorado Chemical Co Inc.
  14350 Lookout Rd., Live Oak, TX, 78233
- Eldridge Avenue Lead Site
  4234 Eldridge Ave., San Antonio, TX, 78234
- Camp Bullis
  East Of I-10 On Camp Bullis Rd, San Antonio, TX, 78234
- Fort Sam Houston
  SAN ANTONIO, TX, 78234
- Brooks Air Force Base
  N Goliad Rd, San Antonio, TX, 78235
- Lackland Air Force Base
  Military Drive, San Antonio, TX, 78236
- Bandera Road Ground Water Plume
  Intersection Of Bandera Road And Grissom Road, San Antonio, TX, 78238
- I 35 Truck Accident With Explosive Cargo
  Interstate Highway 35, Ne San Antonio, San Antonio, TX, 78239
- Kelly Air Force Base
  Sa-Alc/Em - Kelly Air Force Base, San Antonio, TX, 78241
- River City Metal Finishing
  12040 Potranco Road, San Antonio, TX, 78253
C. Threats Defined for District Operations

The District is exposed to many threats from the general all-hazards environment previously described, many of which have the potential for disrupting District operations, causing casualties, and damaging or destroying District property. A summary of major hazards the District recognizes as potential threats is provided in Table 1. The primary focus on readiness must be for those items with a threat value of 1 or 2.

### TABLE 2
HAZARD-THREAT ANALYSIS FOR THE ALAMO COLLEGES DISTRICT

<table>
<thead>
<tr>
<th>Hazard Type:</th>
<th>LIKELIHOOD OF OCCURRENCE</th>
<th>ESTIMATED IMPACT ON PUBLIC HEALTH</th>
<th>ESTIMATED IMPACT ON PROPERTY</th>
<th>OVERALL THREAT VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>NATURAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DROUGHT/HEAT WAVE</td>
<td>Likely</td>
<td>Limited</td>
<td>Moderate</td>
<td>3</td>
</tr>
<tr>
<td>EARTHQUAKE</td>
<td>Unlikely</td>
<td>Limited</td>
<td>Limited</td>
<td>3</td>
</tr>
<tr>
<td>FLASH FLOODING</td>
<td>Likely</td>
<td>Limited</td>
<td>Moderate</td>
<td>2</td>
</tr>
<tr>
<td>ANIMAL THREAT (WILD OR DOMESTIC)</td>
<td>Unlikely</td>
<td>Limited</td>
<td>Limited</td>
<td>4</td>
</tr>
<tr>
<td>EVACUATION: BUILDING</td>
<td>Occasional</td>
<td>Limited</td>
<td>Limited</td>
<td>2</td>
</tr>
<tr>
<td>EVACUATION: ENTIRE CAMPUS</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Limited</td>
<td>4</td>
</tr>
<tr>
<td>HAIL</td>
<td>Occasional</td>
<td>Limited</td>
<td>Moderate</td>
<td>2</td>
</tr>
<tr>
<td>TORNADO</td>
<td>Occasional</td>
<td>Major</td>
<td>Major</td>
<td>1</td>
</tr>
<tr>
<td>WILDFIRE</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Major</td>
<td>3</td>
</tr>
<tr>
<td>FIRE IN OR NEAR DISTRICT PROPERTY</td>
<td>Occasional</td>
<td>Moderate</td>
<td>Major</td>
<td>2</td>
</tr>
<tr>
<td>SMOKE</td>
<td>Occasional</td>
<td>Limited</td>
<td>Limited</td>
<td>2</td>
</tr>
<tr>
<td>MEDICAL EMERGENCY</td>
<td>Likely</td>
<td>Limited</td>
<td>Limited</td>
<td>1</td>
</tr>
<tr>
<td>PANDEMIC/SERIOUS DISEASE OUTBREAK</td>
<td>Occasional</td>
<td>Major</td>
<td>Limited</td>
<td>2</td>
</tr>
<tr>
<td>SEvere STORM: RAIN, LIGHTNING, STRONG WINDS</td>
<td>Likely</td>
<td>Limited</td>
<td>Moderate</td>
<td>2</td>
</tr>
<tr>
<td>ICE/SNOW STORM</td>
<td>Occasional</td>
<td>Moderate</td>
<td>Limited</td>
<td>2</td>
</tr>
<tr>
<td>TECHNOLOGICAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AIRCRAFT CRASH ON OR NEAR CAMPUS</td>
<td>Unlikely</td>
<td>Major</td>
<td>Major</td>
<td>2</td>
</tr>
<tr>
<td>TRAIN DERAILMENT NEAR OR ON CAMPUS</td>
<td>Unlikely</td>
<td>Major</td>
<td>Major</td>
<td>4</td>
</tr>
<tr>
<td>EXPLOSION ON OR NEAR CAMPUS</td>
<td>Unlikely</td>
<td>Major</td>
<td>Major</td>
<td>3</td>
</tr>
<tr>
<td>CLASSES CANCELLED (BASED ON THREAT)</td>
<td>Occasional</td>
<td>Limited</td>
<td>Limited</td>
<td>1</td>
</tr>
<tr>
<td>CYBER ATTACK/ LOSS OF IT</td>
<td>Occasional</td>
<td>Moderate</td>
<td>Moderate</td>
<td>2</td>
</tr>
<tr>
<td>HAZARDOUS MATERIAL RELEASE</td>
<td>Occasional</td>
<td>Moderate</td>
<td>Moderate</td>
<td>2</td>
</tr>
<tr>
<td>BUILDING COLLAPSE</td>
<td>Unlikely</td>
<td>Major</td>
<td>Major</td>
<td>3</td>
</tr>
<tr>
<td>RADIOLOGICAL MATERIALS ACCIDENT</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Limited</td>
<td>4</td>
</tr>
<tr>
<td>Event Description</td>
<td>Likelihood of Occurrence*</td>
<td>Estimated Impact on Public Health</td>
<td>Estimated Impact on Property</td>
<td>Overall Threat Value</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------------------------</td>
<td>----------------------------------</td>
<td>-------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>VEHICLE FIRE ANYWHERE ON CAMPUS</td>
<td>Occasional</td>
<td>Limited</td>
<td>Limited</td>
<td>2</td>
</tr>
<tr>
<td>UTILITY INTERRUPTION/LOSS: ELECTRICITY, GAS, WATER, SEWAGE, GARBAGE REMOVAL, PHONE, INTERNET</td>
<td>Likely</td>
<td>Moderate</td>
<td>Major</td>
<td>1</td>
</tr>
<tr>
<td><strong>HUMAN CAUSED</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACTIVE SHOOTER</td>
<td>Unlikely</td>
<td>Major</td>
<td>Limited</td>
<td>1</td>
</tr>
<tr>
<td>VIOLENT/CRIMINAL BEHAVIOR</td>
<td>Likely</td>
<td>Moderate</td>
<td>Limited</td>
<td>2</td>
</tr>
<tr>
<td>HOSTAGE SITUATION</td>
<td>Unlikely</td>
<td>Limited</td>
<td>Limited</td>
<td>3</td>
</tr>
<tr>
<td>CIVIL DISORDER/DEMONSTRATION</td>
<td>Unlikely</td>
<td>Moderate</td>
<td>Moderate</td>
<td>4</td>
</tr>
<tr>
<td>MISSING PERSON</td>
<td>Occasional</td>
<td>Limited</td>
<td>Limited</td>
<td>3</td>
</tr>
<tr>
<td>BOMB THREAT OR ACTUAL BOMB</td>
<td>Occasional</td>
<td>Major</td>
<td>Major</td>
<td>1</td>
</tr>
<tr>
<td>TERRORISM THREAT</td>
<td>Unlikely</td>
<td>Major</td>
<td>Moderate</td>
<td>3</td>
</tr>
</tbody>
</table>

**Summary of Past Threats**

The District has experienced emergencies from threats, including:

- Fire
- High Wind
- Tornado
- Rain
- Hail
- Ice Storm
- Flooding
- Drought
- Heat Wave
- Disease Outbreak (pandemic)
- Loss of Utilities
- Hazardous Materials Releases
- Criminal Behavior
- Active Shooter
- Bomb Threat
- Vehicle Fires
IV. EMERGENCY MANAGEMENT PROGRAM

The Emergency Management Program does not work in isolation to address the identified threats the District faces. The EMP is integrally connected throughout the District by direction of policy from the Board of Trustees, and through the executive leadership of the Chancellor, the Vice Chancellor for Finance and Administrative Services, the Assistant Vice Chancellor of Human Resources and Organization Development, and finally by the management from the Director of the Enterprise Risk Management Department.

The EMP process requires collaboration with other District departments and the Colleges to enable the development of effective operating programs and the development of sound, integrated emergency response protocols across the District. Some of the critical partners in this process include:

- The Alamo College’s Executive Personnel and Their Support Staff
- The Alamo Colleges Police Department
- Facilities
- Information Technology
- Public Relations
- Purchasing

All of these partners, including external community emergency organizations, work cooperatively to address the cycle of emergency management at the District: preparedness, response, recovery and mitigation within the NIMS framework using the Incident Command System (ICS).

FIGURE 4
EMERGENCY MANAGEMENT CYCLE

This cycle of activity is interconnected and in a constant state of change and improvement based on experience and lessons learned from real events, as well as requirements in new laws, regulations, and from guidance and relevant recognized best practices. The following discussion describes the District strategies to address the four parts of the emergency management cycle. Specific implementation tactics are provided in the SOPs found in the EOP Annex.
A. District ICS Use and Structure

1. Incident Command System (ICS) Use and Its Purpose

   The District and all Colleges have committed to using the ICS as part of compliance to the NIMS for response to all emergencies in the District/College. The purpose of the ICS is to:

   a. Provide an organizational structure that can grow or shrink rapidly in response to the requirements of an emergency and/or disasters;
   b. Provide management with the control necessary to direct and coordinate all operations and all agencies responding to emergency incidents;
   c. Assign employees with reasonable expertise and training to perform critical functions without loss of precious time;
   d. Allow the activation of only those positions needed to manage a particular incident or level of emergency; and
   e. Promote proper span of control and unity of command.

2. Daily Operations Structures vs. Incident Command System (ICS) Structures

   The organizational structure of the ICS may not resemble those of the day-to-day organization of the District (See Attachment 1). A person that is an excellent administrator in higher education does not necessarily possess the skills needed to be an effective responder in an emergency. Employees in emergency structures and roles may report to employees to whom they do not usually have a reporting relationship during normal operations. Furthermore, as the severity of the emergency increases, assignments may change in the ICS organizational structure. An employee’s position in the ICS may change during the course of an incident.

3. Use of ICS for District Planned Events

   The District recommends and supports the use of ICS structures for all large, planned non-emergency events. Use of ICS can include the notification of anyone affected by the event. Use of ICS in non-emergency events will assist in assuring the events run smoothly and can also provide employees familiarity with ICS through regular use in their non-emergency work.
B. District/Colleges ICS Roles and Responsibilities

1. The Alamo College’s Chancellor has the final authority for all emergency operations in the District. In that role, the Chancellor:
   
a. Is responsible for the overall development of the Incident Command System and NIMS as implemented throughout the District.
b. Is responsible for the District-wide emergency declarations and their overall District emergency operations.
c. Becomes the Area Commander during multiple incident situations affecting several colleges and/or District offices.
d. Works with the Emergency Operations Center (EOC) Emergency Response Team (ERT) Manager in assessing the emergency and preparing and addressing the District-wide emergency response.
e. May act as the District representative in a Bexar County Unified Command.
f. May declare and end a District-wide or College-declared emergency in collaboration with other District Executives or College President(s).

2. The Executive Policy Group (Chancellor or Designee and Presidents or their designees on the affected campus) has a role which:
   
a. Ensures that incidents are properly managed.
b. Works with the ERT EOC Manager in assessing the emergency and providing policy oversight and support for the College's specific response.
c. Ensures that incident management objectives are met and do not conflict with each other or with District policies.
d. Allocates critical resources according to the established priorities.
e. May declare and end a College emergency declaration.
FIGURE 5

INCIDENT COMMAND SYSTEM ROLES OF TEAMS

INCIDENT COMMAND SYSTEM ROLES SUMMARY FOR ALAMO COLLEGES DISTRICT

EXECUTIVE POLICY GROUP (EPG) (CHANCELLOR, VICE CHANCELLORS, PRESIDENT, PR)
- Oversees District Policy
- Protects the Mission
- Provides Strategic Direction
- Provides Authority
- Interacts with Key External Stakeholders

DISTRICT

EMERGENCY RESPONSE TEAM (ERT) AT EMERGENCY OPERATIONS CENTER (EOC)
- Implements Executive Policy Decisions
- Coordinates with First Responders
- Directs and Tracks Resources
- Manages Critical Information

COLLEGES

INCIDENT MANAGEMENT TEAM AT INCIDENT COMMAND POST (ICP) LED BY INCIDENT COMMANDER (IC)
- Leads Tactical Incident Response with Objectives
- Ensures Life Safety
- Maintains Liaison with ERT EOC
- Follows Alamo Colleges’ Executive Authority/Policy
- Provides Information at Scene to Media

ICP
FIGURE 6

INCIDENT COMMAND STRUCTURE AT THE ICP AND EOC
3. Incident Commander (IC) at the Incident Command Post (ICP):

This position is held by the most capable person at the incident scene, and is usually an ACPD officer, but may also be another first responder (law, fire, EMS) or a trained District/College authority who can take charge until a first responder arrives to become the new IC. The IC’s responsibilities include:

   a. Taking immediate actions to preserve life and safety of staff, faculty, students, vendors and visitors.
   b. Establishing incident objectives and tactics to address the immediate threat. The IC is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the tactical objectives.
   c. Initiating contact with the most senior District/College Executive (in their line of succession) to begin assessment of the incident situation.
   d. Activating relevant Command and General Staff to assist in response and recovery of the incident, including requests for additional first responder support.
   e. Providing verbal and written communication to the District/College Executive staff, or their representatives (e.g., the ERT EOC) about the status of the incident and condition of the threat and its impacts, including estimated amount of control of the impacts and estimated time needed to close the incident response.

4. EOC ERT Manager at the EOC (if activated):

This position is held by the first designated ERT EOC Manager contacted to report to the primary or alternate EOC. Once at the EOC, the ERT EOC Manager confirms its habitability and begins the process of activation using the checklists provided in the Annex. Once enough staff and communications are available to perform the EOC functions, the ERT EOC Manager informs the Executive Policy Group (EPG) and the IC that the EOC is operational. The ERT EOC Manager’s responsibilities will then include:

   a. Ensuring emergency communications remain operational.
   b. Setting overall organization incident-related priorities.
   c. Supporting first responder and Building Action Team (BAT) immediate actions to preserve life and safety of staff, faculty, students and visitors.
   d. Establishing incident objectives and strategies that support the IC to address the immediate threat. The EOC ERT Manager is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategic objectives.
   e. Initiating contact with the first District/College Executive available in their line of succession to ensure they are aware and provide policy and oversight support.
   f. Activating additional relevant Command and General Staff to assist in response and recovery of incident, including requests for additional position support by Command Staff Officers and Section Chiefs.
   g. Providing verbal and written communication to the EPG about the status of the incident and condition of the threat and its impacts, including estimated amount of control of the impacts and estimated time needed to close the incident response.
   h. Providing verbal and written communication to the IC about the status of the ICP requested resources and support from the District/College needed to close the incident response tactical objectives.
5. Command Staff

a. Public Information Officer (PIO)

The Public Information Officer (PIO) is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information on the incident’s cause, size, and current situation; resources committed; and other matters of general interest for both internal and external audiences. The PIO may also perform a key public information-monitoring and rumor control role. Only one PIO should be designated per incident at the ICP, at the EOC and at the District. Assistants may be assigned from other involved agencies, departments, or organizations. The IC, EOC ERT Manager and the District PIO must collaborate to approve the release of all incident-related information as part of a Joint Information System (JIS) process required by NIMS. In large-scale incidents, or where multiple command posts are established within the District operations, a single designated PIO should lead the Joint Information Center (JIC) in order to ensure consistency in the provision of information to the public.

b. Safety Officer (SO)

The Safety Officer (SO) monitors incident operations and advises the IC and the EOC ERT Manager on all matters relating to operational safety, including the health and safety of emergency first responder personnel. The ultimate responsibility for the safe conduct of incident management operations of first responders rests with the IC and supervisors at all levels of incident management. The SO at the EOC is responsible in the same way for District/College personnel taking response actions to support response operations.

The SO is, in turn, responsible for the systems and procedures necessary to ensure ongoing assessment of hazardous environments, including the incident Safety Plan, coordination of multiagency safety efforts, and implementation of measures to promote emergency response safety as well as the general safety of incident operations. The SO has immediate authority to stop and/or prevent unsafe acts during incident operations. It is important to note that the agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual identities or responsibility for their own programs, policies, and personnel. Rather, each contributes to the overall effort to protect all personnel involved in incident operations.

c. Liaison Officer (LO)

The Liaison Officer (LO) is the point of contact for representatives of other governmental agencies, non-government organizations (NGO), and the private sector (with no jurisdiction or legal authority) to provide input on their agency’s policies, resource availability, and other incident-related matters. Representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer. Agency and organizational representatives assigned to an incident must have the authority to speak for their parent agencies or organizations on all matters, following appropriate consultations with their agency leadership.
Assistants and personnel from other agencies or organizations, public or private, involved in incident management activities may be assigned to the LO to facilitate coordination.

For the initial operations of the District/College’s EOC, the LO will coordinate with the IC at the ICP until there are other assisting cooperating agencies involved with the response (e.g., the Red Cross or the Bexar County Volunteers Organizations Aiding in Disasters). For incidents that require multiple operational periods, the ERT EOC Manager and the Operations Section Chief will eventually become the primary contacts with the IC, while the LO takes on other coordination duties.

d. Other Command Staff as required

During an emergency there may be a need for legal consultation, technical/medical advice, as well as additional security for the EOC. The IC and the ERT EOC Manager may assign representation for these functions. The ERT EOC Manager may make requests for this support from the EPG.

6. General Staff

a. Operations Section Chief

This position is responsible for all tactical activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Lifesaving and responder safety will always be the highest priorities and the first objectives in the Incident Action Plan (IAP) developed in coordination with the Planning Section Chief and approved by the ERT EOC Manager.

In catastrophic incidents, the District/College may request outside support to expand positions in the ICS structure for the Operations Section by activating any or all of the following Branches that report to the Operations Section Chief:

- Search and Rescue
- Emergency Medical Services
- Assembly and Accountability
- Fire
- Law
- Hazardous Materials
- Air Support
- Staging
- Reunification
- Mass Casualty and Temporary Morgue Operations
b. Planning Section Chief

The Planning Section Chief collects, evaluates, and disseminates incident situation information and intelligence to the IC at the ICP, or to the ERT EOC Manager and incident management personnel. This Section prepares status reports, displays situation information, maintains an evaluation of resources assigned to the incident, and prepares and documents the IAP, based on Operations Section input and guidance from the IC or the EOC ERT Manager.

In catastrophic incidents, the District/College may request outside support to expand positions in the ICS structure for the Planning Section by activating any or all of the following to report to the Planning Section Chief:

i. Resources Unit
   Responsible for recording the status of resources committed to the incident. This Unit also evaluates resources committed currently to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

ii. Situation Unit
   Responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses.

iii. Demobilization Unit
   Responsible for ensuring orderly, safe, and efficient demobilization of incident resources.

iv. Documentation Unit
   Responsible for collecting, recording, and safeguarding all documents relevant to the incident.

v. Technical Specialist(s)
   Personnel with special skills that can be used anywhere within the ICS organization.

c. Logistics Section Chief

The Logistics Section Chief is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. This Section also provides facilities, security (of the incident command facilities and personnel), transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency medical services.
In catastrophic incidents, the District/College may request outside support to expand positions in the ICS structure for the Logistics Section by activating any or all of the following that report to the Logistics Section Chief:

i. **Supply Unit**
   Orders, receives, stores, and processes all incident-related resources, personnel, and supplies.

ii. **Ground Support Unit**
   Provides all ground transportation during an incident. In conjunction with providing transportation, the Unit is also responsible for maintaining and supplying vehicles, keeping usage records, and developing incident Traffic Plans.

iii. **Facilities Unit**
   Sets up, maintains, and demobilizes all facilities used in support of incident operations. The Unit also provides facility maintenance and security services required to support incident operations.

iv. **Food Unit**
   Determines food and water requirements, plans menus, orders food, provides cooking facilities, cooks, serves, maintains food service areas, and manages food security and safety concerns.

v. **Communications Unit**
   Major responsibilities include effective communications planning as well as acquiring, setting up, maintaining, and accounting for communications equipment.

vi. **Medical Unit**
   Responsible for the effective and efficient provision of medical services to incident personnel.

d. **Finance/Administration Section Chief**

A Finance/Administration Section is established when the incident management activities require on-scene or incident-specific finance and other administrative support services. Some of the functions that fall within the scope of this Section are recording personnel time, maintaining vendor contracts, administering compensation and claims, and conducting an overall cost analysis for the incident. If a separate Section is established, close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents.

The Finance/Administration Section is a critical part of ICS in large, complex incidents involving significant funding originating from multiple sources. In addition to monitoring multiple sources of funds, the Section Chief must track and report the accrued cost as the incident progresses. This allows the IC and/or the EOC ERT Manager to forecast the need for additional funds before operations are negatively affected.
In catastrophic incidents, the District/College may request outside support to expand positions in the ICS structure for the Logistics Section by activating any or all of the following to report to the Finance and Administration Section Chief:

i. Compensation/Claims Unit
   Responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

ii. Cost Unit
    Responsible for tracking costs, analyzing cost data, making estimates, and recommending cost savings measures.

iii. Procurement Unit
     Responsible for financial matters concerning vendor contracts.

iv. Time Unit
    Responsible for recording time for incident personnel and hired equipment.

7. Information Collection, Analysis, and Dissemination

Emergency operations succeed or fail based on good intelligence. The first half of providing that intelligence is efficient gathering of information:

- Evaluating raw (unverified) data about the event;
- Compiling facts (verified) about the event; and
- Considering possible future conditions (forecasts) that might impact the event and the response.

Confusion occurs in response and recovery facilities when there is no clear protocol on how to find and manage information critical for emergency operations. The following discussion provides those protocols. ICP, EOC, and EPG staff must consider the Essential Elements of Intelligence (EEI) as a core element of the District/College’s concept of operations.

a. Gathering the Data

Gathering the data is a critical process. Effective gathering requires using a well-defined system of collection, sorting and filing so that the Planning Section can perform the task of analysis. The ICP/EOC will use its Planning Section to ensure that documentation and analysis are completed efficiently. The Section Chief will define the sources to be used for gathering data.

b. Collecting and Defining Sources

There are hundreds of sources that could be used for gathering information during emergencies. These include:

- District Resources
  - Alamo Colleges Police Department
  - Incident Command Post/Incident Commander
  - EOC PIO
c. Analyzing the Content

There are three key measurements needed to transform raw information into intelligence once it is gathered from the specified sources of information:

i. Verification of Data Accuracy

- Is the information correct?
- Can the source be identified, contacted and trusted (based on past history)?
- Does this data conflict with other information that appears to be accurate?

ii. Test for Relevance

- Does the information relate to the District/college concerns about the emergency?
- Will it affect any decision-making needed for future actions?
- Is it archival material about past occurrences that may be used for reports, but has no importance for current events?
- Is it too old to be of value for current considerations based on other more timely information, such as breaking events?

iii. Inspect for Value

- Is the data clear and easy to understand?
- Is the data organized and well written so that it can help clarify specific emergency operational objectives for taking action?

d. Categorizing Analyzed Data

The final step of turning information into intelligence is defining what categories the information should be placed under, in order to classify its best use. This scheme can vary based on the emergency events. One example of a scheme would be:

- Life and death information to be immediately forwarded to the IC and the EOC ERT Manager, for example:
  - Injured people needing aid
  - A cloud of hazardous material approaching
  - A building on fire with people still inside
  - Flood waters moving quickly toward an occupied area
• Advance planning related information, such as:
  ▪ Weather predictions
  ▪ Flooding expectations
  ▪ Land subsidence and landslide predictions
  ▪ Possible shortages of a resource based on current usage
  ▪ Potential losses of utilities
  ▪ Wildfire direction and rate of spread

• Discipline-related intelligence (often branches of Operations Section), such as:
  ▪ Search and Rescue
  ▪ Medical Care
  ▪ Reunification
  ▪ Facilities
  ▪ Law
  ▪ Fire
  ▪ Mortuary Operations
  ▪ Debris Removal

• Situation Status Report information, such as:
  ▪ Summary of key information
  ▪ Status of event category (local emergency, state, federal)
  ▪ Summary of assets being used
  ▪ Jurisdictions involved
  ▪ Total District/College operations being affected
  ▪ Injuries, deaths and financial losses

• Archival information for critiques and the After Action Report, including:
  ▪ All Status Reports
  ▪ Log books
  ▪ E-mails
  ▪ Fax copies
  ▪ Files copies of actual reports
  ▪ Copies of status boards
  ▪ Chronological data from Connect-5 Notifications
  ▪ Summaries from media
  ▪ Video summaries from television: "Special Reports"

e. Intelligence

  i. Defining Who Receives Intelligence

Data that is compiled, analyzed and evaluated does not become actual intelligence until it is available to people who can use it to make decisions and take action. The priorities for distribution of intelligency in the ICP/EOC will be as follows:

  a) The IC/EOC ERT Manager has access to all information, but depends on the Planning Section Chief to focus on the most important parts of intelligence reports relevant to the concern at the moment, and for critical advance planning.
b) The Safety Officer receives copies of all reports and is immediately informed of any intelligence involving the safety of people involved in the response.

c) The PIO has access to all information generated in the ICP/EOC. Specific, complex issues should be discussed between the Planning Section Chief and the PIO prior to releasing intelligence in news releases, or preparing public statements for the District/College. The PIO will also share any key data with the Planning Section when that information is acquired from monitoring media sources.

d) The Planning Section is responsible for gathering and compiling, analyzing and verifying, and evaluating all data. The Section develops Advance Plans and Situation Status Reports from all available intelligence. The Planning Section Chief is responsible for ensuring all intelligence is provided in a timely manner to the correct ICP/EOC staff. All ICP/EOC staff should have copies of the Situation Status Reports and be able to see the status boards, which are updated with time-sensitive intelligence. The Planning Section also provides all ICP/EOC participants with copies of the Incident Action Plan, which has all the operational objectives for the Operational Period.

e) The Operations Section receives fast-breaking intelligence and intelligence related to specific disciplines, such as search and rescue or medical operations. The Operations Section also receives the Advanced Planning reports from the Planning Section. The Operations Section Chief is responsible for providing reports to the Planning Section for use in Situation Status Reports.

f) The Liaison Officer and Technical Representatives from other organizations receive copies of all reports relevant to their roles.

g) The Logistics Section should receive a copy of all reports generated in the ICP/EOC. Logistics obtains much of its intelligence directly from the Operations Section and from EOC status boards and reports. They should also report relevant, critical data from their Section to the Planning Section Chief, especially regarding resource use and allocation.

h) The Finance and Administration Section should receive a copy of all reports generated in the IC/EOC, but their focus is on data, not necessarily intelligence. Time reporting, costs, etc., are not considered intelligence unless they have relevance to operations decisions. This may occur in the case of ramping up operations or reductions during demobilization. At those times, the data from Finance and Administration should go through the intelligence process before it is provided to the IC/ERT EOC Manager. This is the responsibility of the Planning Section in coordination with the Finance and Administration Section Chief.
ii. Responsibility for Managing Intelligence in the ICS Structure

ICS clearly defines intelligence processes as being the role of the Planning Section, unless a specific Intelligence Unit is moved/located in another Section, or under the Command Staff. However, it is every ICP/EOC member’s responsibility to recognize critical information. Training should provide all staff with the understanding that life-and-death information needs to be addressed immediately and shared with all IC/EOC staff.

C. Concept of Operations under the ICS Framework

The overall strategies for designing, preparing, implementing and maintaining the entire emergency program arise from the NIMS concept of operations. These are intended to address the Core Capabilities required for District operations. Attachment 4 defines which Core Capabilities are relevant to the District mission.

The District has officially agreed to use NIMS (see Chancellor’s NIMS letter, Attachment 2.) The District’s emergency management program must include, at a minimum, the following elements:

• Standardized organization structures, processes and procedures;
• Standards for planning, training and exercising personnel;
• Equipment acquisition and certification;
• Interoperable communications processes, procedures and systems;
• Information management systems; and
• Supporting technologies for voice and data communications, information, data display and specialized technologies.

1. Preparedness

Preparedness involves the readiness of plans and procedures, personnel, supplies and equipment, facilities and agreements with external organizations. Readiness is based on meeting the needs to address the primary threats identified in the risk assessment for the District (primarily those with a value of 1 or 2 on a scale of 1 to 4—see Table 2).

a. Plans and Procedures

The District, through the Enterprise Risk Management Department (ERM), develops the EOP and SOPs for the overall District Emergency Management Program (EMP), and assists Colleges to develop their own internal plans and procedures. ERM also works in collaboration with other departments and with Executive staff to develop other supporting documents that affect emergency readiness, including:

• Building Action Team Guides (Providing guidance for protective actions)
• Continuity of Operations Plans (COOP) (Directing recovery of essential functions)
• Crisis Management Plans (Crisis do not fall into the category of ‘emergency’)
• Crisis Communications Plans (Directing processes for managing critical information)
• The District Safety Plan and Procedures
• Fire Safety and Inspection Protocols and Procedures

During this process, ERM is responsible for ensuring documents meet District expectations to comply with all federal, state and local laws and regulations, as well
as reflecting best practices for effective and safe emergency operations. The overall process for scheduling and managing training is described in the Maintenance section of this EOP.

b. Continuity of Operations (COOP) Plans

The District or College Continuity of Operations Plan (COOP) ensures a process to continue operations no matter what incident may cause interruptions. The following discussion summarizes the process for the District and each College to follow to maintain essential functions throughout all emergencies. Specific directions and tactics are found in the various COOPs.

1) Vital Records Retention

Vital records include financial data, licenses, legal agreements, contracts, databases, and any written communications critical to the essential functions of operations. The District/Colleges have an Information Technology (IT) emergency policy that directs preservation of District/College vital records and ensures they are duplicated and secured at an alternate, safe location on a regular basis. The critical operations records are secured daily. These include primary financial and individual records for staff, faculty and students.

A test of the backup system is completed regularly to verify that the recovery system works. The tests also establish the time expected for data retrieval from storage. This is summarized in the IT COOP.

2) Essential Facility and Infrastructure Protection

The District and the Colleges have considered how to continue operations when there is damage or loss of essential facilities or other infrastructure. To prevent interruption of service, District/Colleges established alternate locations to continue business until the normal operating location is restored. This would only be done when there is major structural damage or long-term threats to the health and safety of people at the District offices or College campuses.

These sites should have nearly the same operating capacity and resources as the original location. Tests should be completed through at least a tabletop drill to evaluate the ability of moving and working from an alternate site. Other infrastructure protection includes security measures, mitigation from major threats, and standard maintenance.

c. Special Legal Emergency Planning Considerations: Clery Act, FERPA, HIPAA, ADA

A series of laws affect emergency protocols included in District/College plans and procedures, especially regarding the access to student, staff and faculty personal records, which can become critical for public health and safety, the treatment and care of emergency victims, and for reunification with families. The District and the Colleges must take these laws into consideration during preparation of their concepts of operations.
1) Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act)

The Clery Act requires clear communications and notifications about criminal activity on or near District properties as well as timely emergency notifications to those on District properties when emergency conditions arise. The District/Colleges follow the requirements of the Clery Act for criminal notifications through operations of the ACPD. Criminal activities that are not generally considered emergency conditions are managed separately from the District/College EOPs. There are no special considerations for dormitory occupants as the District and Colleges do not operate any on-campus housing.

Emergency notification processes, including for criminal behavior that does qualify as an emergency incident (active shooter, violent protest, bomb threat, etc.) are collaboratively managed with ACPD, District Communications, College Public Relations and Executive Offices at the District and Colleges. A pre-defined message system with protocols is in place to speed the process for limited and full-District notifications. It is evaluated after drills, exercises and actual emergencies. It is effective and timely and meets best practices found for colleges and universities. The emergency notification system is used frequently throughout the year for drills, exercises and actual incidents. The effectiveness of emergency notifications is evaluated in NIMS-required After Action Reports (AAR).

The District uses Blackboard Connect 5 for a wide range of emergency notifications to staff, faculty and students. However, it is not currently mandatory for students to participate. The ACPD Dispatch also has a select listing of key contacts who receive emergency e-mail notifications directly from the ACPD Dispatch Center. Each College also activates its Building Action Teams to perform protective actions for buildings at risk during emergency incidents, including evacuations, shelter-in-place and lockdowns.

These systems are used for general threat notifications, specific emergency warning and notifications, and for post-event information such as reunification directions and campus closure/reopening messages.

Emergency public information (EPI) for the general public is provided appropriately through the news media, through social media sites and contacts, and through media briefings in accordance with the District Crisis Communications Plan.

2) Family Educational Rights and Privacy Act (FERPA)

Access to student records (academic, health, criminal) that are held by the District or a College must be handled under the strict legal constraints of the Family Educational Rights and Privacy Act (FERPA). FERPA is primarily a legal concern for daily operations of District/College programs. However, it does have a bearing during emergency incidents when student information is critical for the public health and safety. There is a specific exception in that case for disclosure of personal identifiable information (PII).
District and College officials may disclose PII from education records without consent to appropriate parties only when there is an actual, impending, or imminent emergency, such as an articulable and significant threat (an emergency event where the information is clearly necessary for the protection of public health and safety). Information may be disclosed only to protect the health or safety of students or other individuals. In applying the health and safety exception the District/College must:

- Determine what constitutes a health or safety emergency.
- Define who “appropriate parties” includes, such as law enforcement officials, first responders, public health officials, trained medical personnel, and parents (including parents of an eligible student).
- Recognize that this FERPA exception is temporally limited to the period of the emergency and does not allow for a blanket release of PII. It does not allow disclosures to address emergencies that might occur, such as would be the case in emergency preparedness activities.
- Ensure that information that may be disclosed is limited to only PII from an education record that is needed based on the type of emergency.
- Ensure that disclosures based on this exception must be documented in the student’s education records to memorialize the Emergency that formed the basis for the disclosure; and
- Record the parties with whom the District/College shared the PII.

3) Health Insurance Portability and Accountability Act (HIPAA)

The Health Insurance Portability and Accountability Act of 1996 (HIPAA) is implemented through two parts called Titles. Title I protects health insurance coverage. Title II requires the establishment of national standards for electronic health care transactions and national identifiers for providers, health insurance plans, and employers. Title II has specific restrictions on the sharing of health information that is relevant to District/College operations, especially when minors are enrolled participants in District/College activities and are present during an emergency. This act gives the right to privacy to individuals from age 12 through 18. Under most circumstances the District/College must have a signed disclosure from the affected minor before giving out any information on provided health care to anyone, including parents. Title II also addresses the security and privacy of health data for minors and adults to other parts of the healthcare system and defined appropriate authorities. When this information becomes part of a student record it is also connected to FERPA. District/College staff and faculty information are also protected under Title II.

The most important exception to these restrictions is when public health and safety is threatened. This is relevant to a disease outbreak emergency, e.g., a pandemic influenza. Under the health or safety emergency exception, school officials may, without consent, disclose PII from education
records to appropriate parties in connection with an emergency. In the case of an influenza outbreak, for instance, if District/College officials determine that an emergency exists, they may share immunization records with parties, such as state and local public health officials, whose knowledge of the information is necessary to protect the health or safety of students or others in the campus community. Under this exception, the District/College may share information only during the limited period of time connected with the emergency. A blanket release of information is not allowed. The District and Colleges must instead determine what information to disclose on a case-by-case basis depending on the particular threat.

4) Americans with Disabilities Act (ADA)

The District/Colleges work diligently to comply with the Americans with Disabilities Act (ADA) through its District Human Resources Department and through each College’s Support Services staff. Title II of the ADA prohibits discrimination on the basis of disability, and generally would prohibit unnecessary disclosures of disability status, or information related to that disability, to third parties. Disclosures may be necessary when the student presents a significant, articulable threat to others, including before, during, or after emergency declarations. This would include records on services and accommodations provided to students under Section 504 of the Rehabilitation Act of 1973, and Title II and Title III of the ADA.

d. Psychological First Aid (PFA)

Psychological First Aid (PFA) is an evidence-informed modular approach used by mental health and disaster response workers to help individuals of all ages in the immediate aftermath of disaster and terrorism. PFA is designed to reduce the initial distress caused by traumatic events and to foster short- and long-term adaptive functioning and coping. PFA does not assume that all survivors will develop mental health problems or long-term difficulties in recovery. Instead, it is based on an understanding that disaster survivors and others affected by such events will experience a broad range of early reactions (e.g., physical, psychological, behavioral, spiritual). Some of these reactions will cause enough distress to interfere with adaptive coping and recovery. This can be reduced by support from compassionate and caring disaster responders. The District/Colleges support early and continual application of PFA through Human Resources programs. For more information on PFA see the Psychological First Aid – Field Operations Guide:
http://www.nctsn.org/content/psychological-first-aid
e. District Emergency Teams

ERM provides guidance for the selection of emergency support teams throughout the District and at each College so the daily skills and interests of the team members are a close match to assigned roles and responsibilities on response and recovery teams. ERM works closely with District Executives, College Safety Committees and Emergency Planning Committees to define the team size, membership, training and equipment needs for the following teams:

- Emergency Response Team (ERT)
- Building Action Team (BAT)
- Crisis Action Team (CAT)
- Business Recovery Team (BRT)
- Emergency Policy Group (EPG)

Team membership is typically voluntary except for team membership specifically defined within this District EOP or a College EOP. District and College personnel may, as appropriate, be required to perform in a team as part of their job description.

f. Training Qualifications

Training is the key to the success of the EMP at the District and Colleges. Teams and Executive Officers will be required to participate in regular training. Table 3 below summarizes the types of training for each team. Table 3 reflects minimum classroom training. Team members may choose to independently complete any additional training that specifically compliments or improves a team’s performance. All formal training should be recorded and tracked by the District and Colleges.
### TABLE 3

**ALAMO COLLEGES DISTRICT EMERGENCY TEAMS**

<table>
<thead>
<tr>
<th>TEAM</th>
<th>Incident Command System*</th>
<th>Basic Protective Actions for Building Occupants</th>
<th>EOC Operations</th>
<th>Crisis Management Techniques</th>
<th>COOP</th>
<th>First Aid/ CPR/ AED**</th>
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</thead>
<tbody>
<tr>
<td>Emergency Response Team (ERT)</td>
<td>X</td>
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<td>Building Action Team (BAT)</td>
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<td>Crisis Action Team (CAT)</td>
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<td>Business Recovery Team (BRT)</td>
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<tr>
<td>Emergency Policy Group (EPG)</td>
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</tbody>
</table>

** ICS Courses 100 HE (or equivalent), 200, 700 and 800 are required for all ERT members. ACPD staff have additional training in ICS courses 300 and 400. District Executives are provided an ICS overview each year. All those initially trained in ICS will be required to take 1-hour annual refresher training.

** At this time these courses are recommended but not required.

In addition to formal classroom and online training, all team members and Executive staff in the Emergency Policy Group must participate in at least one planned drill or exercise each year. Participation in response to a real incident satisfies this requirement.

All formal training and drill/exercise participation requires proof of involvement through sign-in sheets used at the time of the incident, or through certificates from providing organizations.

If participants do not complete their training as required within a calendar year the District/College administrator managing a non-compliant team member will be asked by ERM to provide a written explanation of why compliance was not met, including action steps to be taken by the administrator of that team member to ensure the team meets compliance as soon as possible. Failure to maintain training qualifications places the District at risk of not meeting federal NIMS requirements.
g. Supplies, Equipment and Facilities

The EPG, CAT and BRT do not require unique facilities, equipment or supplies. Their tools are their plans and procedures. They can meet in any facility that provides adequate communication tools in a safe and secure environment.

The ERT, however, requires an Emergency Operation Center (EOC) (primary and secondary) with the capacity to be secure, habitable and meet all the operational needs as designated in the checklist in the Annex to this Plan. The EOC must have supplies at the ready for operability 24/7. The facility need not be solely dedicated as an EOC, but others using the site must understand that during an incident requiring ERT activation that any other activities are secondary to the incident response.

The BATs require plans and procedures, as well, but they also need to have kits for each floor of every occupied building, as well as pre-identified Assembly Areas that allow appropriate distance from the building at risk in various directions which allow safe movement of evacuees in a direction away from the threat, depending on the incident.

Other Alamo Colleges personnel are expected to take a role in an incident. ACPD officers have some equipment appropriate for unique incidents, including limited personal protection equipment (PPE) for hazardous materials. ACPD is also responsible for ensuring their officers, who often become the initial Incident Commander (IC), have the supplies and equipment to establish and operate an Incident Command Post (ICP) near the threat location. Facilities personnel maintain floor maps and utility maps of the District sites for reference, if needed, by first responders or the ERT. The ERM staff also has limited resources for response operations, including testing equipment used by the Environmental, Health and Safety personnel. All of this equipment, the supplies and the facilities must be standardized and maintained for deployment as needed.

h. Formal Agreements with External Organization for Emergency Support

The Chancellor and/or Vice Chancellor of Finance & Administration shall appoint the Director of ERM, Chief of ACPD, and/or Associate Vice Chancellor of Facilities as the Coordinators for all District Homeland Security issues, including External Agreements. Any District location contacted or in communication with an outside organization regarding homeland security request(s) or issue(s) shall provide notification and regular updates to ERM. All District and College formal, written emergency agreements with external organizations must be approved by the Chancellor and may have to be approved by the Board of Trustees.
i. Response Capabilities of the District/Colleges

The planning and preparedness process should ensure that the District/Colleges have defined and developed the appropriate core capabilities for response required under the NIMS guidance. The response capabilities currently noted as appropriate for the District/Colleges are found in Attachment 4.

D. Response

Response is comprised of activities that address the short-term, direct effects of an incident. These may include:

- Immediate actions to save lives, protect property and meet basic human needs;
- Declaration of a District-wide or College emergency;
- Activation of the District/College EOP/SOPs and response teams;
- Initial threat and damage assessments;
- Coordination with supporting agencies and organizations to control the threat;
- Continual evaluation of the threat to develop objectives to protect lives, property and the environment;
- Application of intelligence and other information to lessen the effects or consequences of the threat;
- Increasing security and law enforcement operations to protect people, property and the environment;
- Increased health surveillance and testing (physical and mental) as needed, depending on exposures to vectors, agents and trauma during the incident.

Incidents often follow a pattern that allows effective management of the impacts from the threat. Response processes can be categorized as pre-response, initial response and continuing response activities.

1. Pre-Response Readiness

The following actions are typically completed when there is a 24 to 36-hour lead time before an emergency incident occurs (severe weather, violent protest, disease outbreak, etc.). These actions cannot be taken in a timely manner in fast-breaking events (active shooter, hazardous materials spill, bomb threat, fire alarm, etc.)
a. Situational Awareness

1) The District/College Executive and Department Management personnel are responsible for situational awareness of threats that may rise to create an emergency situation.

2) Threats may be easily recognized based on seasonal, geographic and historical reference points.

3) Information should be monitored through the media, from warning services (like NOAA all-hazards radios), daily briefings and ACPD updates.

4) District Executives are responsible for maintaining a Common Operational Picture (COP) for the District that includes recognizing major threat potentials and ensuring the readiness to address them.

b. Plans and Procedures

District and College authorities responsible for coordinating and maintaining emergency plans and procedures should verify that the documents are sound and ready for use if there is an impending threat. This includes ensuring that teams have the latest copy of approved documents, especially checklists and required forms.

1) Equipment, Supplies and Facilities

District and College authorities responsible for coordinating and maintaining emergency readiness should verify that emergency equipment, supplies and supporting facilities (like the EOC) are complete, available and that facilities are habitable if needed for use if there is an impending threat. This includes ensuring that teams have checked their kits and materials, communications, and know that either a primary or secondary facility has been designated for use.

2) Team and Key Personnel Readiness

When teams are advised that they may be activated, their responsibility is to ensure they are capable of fulfilling their role (which could be comprised by health, family conditions, or other compelling issues); that they have their documents, equipment and supplies in readiness; and that they know who they would report to and where if the threat requires an emergency activation. At this stage they should also provide current contact information to their supervisor so they can be notified quickly.
c. Emergency Communications

1) The District/College must maintain emergency communications equipment, systems, software and personnel training.

2) Pre-incident tests of key notification and warning systems are to be completed when the likelihood of an emergency incident is likely within a day of a threat’s arrival.

3) Emergency pre-scripted messages should correlate with the standards set by the Integrated Public Alerts and Warning System (IPAWS) and the Commercial Mobile Alert System (CMAS) established at the Federal Emergency Management Agency (FEMA), when they are to be released through local government to the general public.

4) Response teams should ensure batteries for their radios are charged and that their radios are operational on no less than a monthly basis.

5) ACPD should ensure that it is capable of meeting the Clery Act requirements for timely notification of a criminal act that may qualify as an emergency incident.

6) All District/College response teams should be briefed, if possible, prior to an emergency to remind them of restrictions on handling and transmitting sensitive personal information under the Clery Act, FERPA, HIPAA and ADA laws.

7) Connect 5 notifications shall be used to alert Building Action Teams and key staff per procedure for immediate life-threatening incidents.

d. Initial Response

1) Threat Identification

The recognition of the threat and the classification of its type (natural, technological, human caused) should be based on the hazard/threat evaluation chart in this Plan (Table 2). The final decision on the threat identification can be made by:

- The Chancellor and/or Vice Chancellor of Finance & Administration or their designee for a District-wide incident
- The College President or their designee for a single campus incident
- An offsite emergency responder acting as the Incident Commander
- An offsite emergency management authority (City/County or Governor) for local, regional or statewide incidents.

2) District/College Emergency Declaration

a) Trigger Charts

i. The initial activation of the District/College EOP/SOP and the response teams and resources should occur quickly, in accordance with the pre-agreed upon conditions in a declaration trigger chart (or based on the seriousness of the kind of incident threat when it is not listed specifically in the emergency declaration trigger
ii. Declarations may be more conservative than the guidance in an activation trigger chart, but never less conservative.

3) College Emergency Declaration Authority and Process

a) The authority to declare a College emergency rests with the College Presidents, or their designees, in consultation and collaboration with the Chancellor or their designee, if conditions allow. A College emergency declaration gives the College immediate authority to take protective actions and to activate teams and resources to protect the health and safety of students, faculty, staff and visitors.

b) The authority to declare a District-wide emergency declaration rests with the Chancellor, Vice Chancellors, or their designees (in line of succession) when there is:
   - An incident that severely impacts District offices;
   - An incident that has caused multiple fatalities on District property;
   - An incident which caused a College President (or their designee) to declare an emergency and the college has activated their ERT;
   - An incident that directly impacts two or more colleges, or at least one college and a District office;
   - A threat is moving toward the District/College, which may cause major damage and injuries/deaths if immediate actions are not taken (e.g., massive flooding predicted, wildfire approaching, tornado on the ground, civil unrest, etc.).

4) Incident Level Identification

a) Incident complexity determines the numbers and types of emergency and incident response personnel and resources needed to respond effectively.

b) As defined below, it is unlikely that this Emergency Plan would be activated for any incident defined by NIMS as level 4 or 5. Most college incidents that require initial protective actions are at the 4 or 5 level of complexity. They are usually completed, with an ‘All Clear’ given, within an hour or less. ACPD (or someone with the most experience at the incident scene) would establish an initial Incident Command Post (ICP), but there would not be enough time to establish a formal ICS structure like the Emergency Response Team. The BATs throughout the District
would work within this limited time frame, but they are not part of an ICS structural framework. They are strictly a response team for protective actions that support ICS and NIMS concepts. It is also doubtful that a District-wide emergency declaration would occur for anything other than a 1-or-2 level incident.

c) The five levels of emergencies are defined in NIMS as the following:

**Type 1**
- This type of incident is the most complex, requiring national resources for safe and effective management and operation.
- All command and general staff positions are filled.
- Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- Branches need to be established.
- A written incident action plan (IAP) is required for each operational period.
- The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.
- Use of resource advisors at the incident base is recommended.
- There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

**Type 2**
- This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.
- Most or all of the command and general staff positions are filled.
- A written IAP is required for each operational period.
- Many of the functional units are needed and staffed.
- Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).
- The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.

**Type 3**
- When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident.
- Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions.
- A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.
Type 4
- Command staff and general staff functions are activated only if needed.
- Several resources are required to mitigate the incident, including a task force or strike team.
- The incident is usually limited to one operational period in the control phase.
- The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated.
- No written IAP is required but a documented operational briefing will be completed for all incoming resources.
- The role of the agency administrator includes operational plans including objectives and priorities.

Type 5
- The incident can be handled with one or two single resources with up to six personnel.
- Command and general staff positions (other than the incident commander) are not activated.
- No written IAP is required.
- The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.
- Examples include a vehicle fire, an injured person, or a police traffic stop.

5) Activation of the District ICS Operations

Once a threat is recognized and the conditions reach an emergency declaration trigger, the District/College will take immediate actions to activate resources and take protective actions to protect the health and safety of staff, faculty, students and visitors. Initial actions may occur even before Executive staff have declared an emergency, especially if first response personnel are at the scene of an incident in progress and immediate life-protection actions must be taken. First responders have the duty and authority to make those decisions without prior approval or declarations.

a) Incident Command Post Establishment

In the case of a major incident (1 through 3), the Incident Commander (IC) (usually an ACPD officer on scene) shall immediately establish an Incident Command Post (ICP) location and activate the appropriate protective actions necessary to safeguard individuals, property, and maintain normal operations for educational facilities. The Incident Commander shall immediately consult with the College President if the incident is on a campus, or the Chancellor (or their designee in line of succession) when the incident is primarily on other District properties. The IC will brief the Executive regarding the
emergency and the need for a declaration and activation of teams and taking of protective actions, including notifications.

In level 4 incidents, the ICP will be established, if only for a brief time, in order to coordinate with District/College Executives and multiple emergency response disciplines (law, fire, EMS, public works, health, etc.). The ERT EOC Manager can be made aware and prepare for additional activation if the threat worsens. Appropriate warning notifications should be sent to the appropriate target audiences about the safety of the area and if an ‘All Clear’ has been issued.

In level 5 incidents, the responder in charge still becomes the IC, but no other formal ICS command structures are usually needed for a minor operation that can be managed in several hours or less, including any protective actions. College or District Executives are still informed, but no formal actions are needed, outside of general notifications about the incident and whether it is now safe in the area where it occurred.

b) Protected Entry Access After a Declaration

i). Once an emergency declaration is made, only registered employees, administration, registered students, and affiliates (i.e. persons required by employment) are authorized to enter onto District properties and Colleges. Individuals without proper ID shall be asked to leave. Unauthorized individuals attempting to enter District properties and/or Colleges that are under emergency declarations may be subject to arrest in accordance with the Texas Penal Code.

ii). Media may have access to the District properties during an emergency but may not in any way impede or interfere with protective actions, emergency team operations or first responder activities, or infringe on the privacy of staff, faculty, students or visitors. Failure to follow the directions of first responders in a disaster may make media members subject to arrest in accordance with the Texas Penal Code.
c) Activation of Emergency Teams

i). The District/College Executive level will not typically initiate the use of emergency teams (ERT or BAT) at a level 5 or 4 incident, unless there are compelling reasons to provide support from an ERT or provide protective actions from a BAT.

ii). At level 3, 2 and 1, District and College ERT and BATs will be activated. They may be activated by:

- Direct notification by phone from an Executive in the line of succession for the District or a College
- Notification by Connect-5 messaging
- Alarms activating in a building
- First responder directions (e.g., ACPD requesting assistance to evacuate a building or shelter-in-place)
- Self-activation from general awareness of the incident threat (e.g., see fire or smoke, hear about incident from other reliable staff/faculty, news announcements such as NOAA weather alert of a warning to take immediate action)

iii). Additional organizational elements such as ACPD, ERM, Facilities, Public Relations etc., that support each campus and satellite locations, will be mobilized to provide the degree of support commensurate with the requirements of an incident at the individual campuses/District sites.

iv). If the District/College ERT is activated, the ERT EOC Manager will provide a written list of people with authorized access to the EOC who serve on the ERT, to an ACPD officer on scene to ensure control at the EOC, and access through any law enforcement control points restricting access to the area.

d) Initial Response Capabilities

i). Immediate Protective Actions

First responders at any incident scene have the authority and responsibility to take whatever immediate actions are needed to protect human life and safety. They can take this action without approval from any other authority.

If, and when, a BAT leader is present and functional (Building Coordinator or Floor Captain) then they will work in
coordination with the ACPD or other first responders to take any and all protective actions to address public health and safety. Actions may include:

- Evacuation to an outside designated Assembly Area
- Reverse Evacuation (relocating back inside another building when the conditions outside further threaten people)
- Lockdown
- Shelter-in-Place

e) Direction and Control

i). Upon determination that a District-wide emergency exists, (through coordination with any existing Incident Commander at the scene, ACPD, and Enterprise Risk Management Department) the Chancellor (or their designee in line of succession) shall activate the Incident Command System (ICS) for the District and the District EOP.

ii). Upon determination that a College emergency exists, the College President (or their designee in line of succession) shall activate the ICS and the College EOP.

iii). The person with the most experience and authority at the incident scene shall assume responsibility as the Incident Commander (IC). During an incident, decisions directing and controlling first responder resources will be the responsibility of the IC. The Incident Commander will have full authority over first responder actions during the incident.

iv). During a District-wide emergency, the Chancellor (or the first available person in their line of succession) should provide formal notification to the IC that they are acting within their authority on District property.

v). During a College emergency, the President (or the first available person in their line of succession) should provide formal notification to the IC that they are acting within their authority on College property.

vi). An Incident Command Post (ICP) should be located near enough to the incident site to provide ready support and observation, but far enough away to ensure the safety of first responders from any threat (e.g., explosion, inhalation, flooding, etc.).

vii). Facilities will assist the IC to establish a nearby but safe marshaling area for external emergency response agencies’ vehicles, teams and other resources needed for coordination of operations for combined on-site emergency response.
viii). The IC will continue to exercise management authority over first responders and will activate elements of the Incident Command Post (ICP) as necessary, following the ICS.

ix). If the person acting as the IC is not a first responder, they will be in charge until a first responder can take the IC position during a turnover, with the new IC clearly announcing that they are now in charge as the new IC.

x). If the emergency involves only one building or a small part of a College campus, ACPD shall secure the emergency scene in cooperation with the BATs, and as the IC, request support from other ACPD officers, ACPD Dispatch for external first responder support (law enforcement, fire, EMS, etc.) and further request support from the Executives of the College (using their line of succession), Facilities staff for that College, Public Relations, and staff from the Enterprise Risk Management Department until the emergency is closed and there is an ‘All Clear.’

xi). The IC and ICP personnel will continue to develop objectives to address the threat in accordance with the priorities of this Plan.

xii). Communications will be established with College and District Executives as soon as possible.

xiii). If an incident escalates to the point an ERT at the College or District level is required, the IC will coordinate with the ERT Liaison Officer in the EOC, or directly with the ERT EOC Manager and Operations Section Chief, depending on the conditions at hand. The IC would continue to lead tactical operations while the EOC ERT would provide resources and strategic support through its coordination with College/District Executives in the Executive Policy Group (EPG), which would operate separately from the EOC.

xiv). For District-wide incidents, the Chancellor (or the next available person in the order of succession) should form an Area Command that provides joint resource management at the Chancellor’s Level, while tactical initiatives for first responders remain at the ICP.

xv). All ICS operations will follow the standard Planning “P” per NIMS standards to organize and operate during response.

xvi). An Area Command will be established when the complexity of an incident and incident management span-of-control considerations so dictate. Area commands are relevant to incidents such as public health emergencies,
given that these events are typically not site specific, and not immediately identifiable, may be geographically dispersed, and evolve over time ranging from days to weeks. It is important to note that an Area Command does not have operational responsibilities.

xvii). If Bexar County forms a Unified Command (after a Local Emergency Declaration occurs), the Chancellor, or their designee, may need to become part of the Unified Command process, especially regarding allocation of strategic resources needed to support District/College operations. The District maintains its operational authority while supporting a Unified Command structure with the County.

e. Continuing Response

1) Teams

a) If an ERT is activated, it will continue to operate in collaboration with the Executive Policy Group (EPG) and with the IC, until such time as it is agreed that the ERT is no longer needed, through a collaborative decision with the ERT EOC Manager, the EPG and the IC (if the IC and ICP is still operational). The ERT will function within the scope of its duties defined within ICS and using the checklists found for its operation in the EOP Annex.

b) The BATs will be activated, or self-activated, as previously defined. They will complete their efforts to perform protective actions to protect the health and safety of all staff, faculty, students, vendors and visitors until there is an ‘All Clear’ provided by the appropriate District/College authority.

c) The Business Recovery Team (BRT) may be formed during this period to begin the processes of reestablishing normal District/College operations as the incident moves into the recovery stage.

d) A Crisis Action Team (CAT) may be formed to manage anticipated public and media relations issues during recovery operations, as the EOC and any separate Joint Information Center (JIC) are being demobilized.

2) Facility Operations

a) If an ERT is activated, it will operate from a primary or alternate EOC.

b) If an EPG is activated, it will work typically from an office near the College President’s Office (if habitable), or for District-wide emergencies, from the building near the Chancellor’s Office.

c) The BATs will work initially from their assigned floors and buildings, and then move to the selected Assembly Area(s).

d) The Business Recovery Team (BRT) will typically work initially from a conference room until BRT members can work from their normal work stations, as they will later meet in conference rooms for regular briefings and status updates.
e) A Crisis Action Team (CAT) may initially have members at a selected conference room near a Public Relations office at the District or College, but also have representation at a JIC, if the EOC Public Information Officer (PIO) has been demobilized.

3) Resource Management

a) All teams and ICS participants will coordinate resources within the protocols defined in the ICS and the NIMS processes. Critical resources may be withheld from the District/College depending on a greater need in the surrounding community. Private sector resources may also become scarce during major regional disasters.

b) In a local or state of emergency, elected officials may choose to extract resources from the District to assist greater needs for others within Bexar County or the State of Texas at large. In a federal declaration, federal authorities may also reallocate any public or private resources defined as critical for life safety operations.

c) In all cases, the District/College will manage the selection, allocation, use, cost and return of its resources for any declared emergency such that resources are used effectively, efficiently and in a safe manner. Costs for external use of District resources may be allowed, so resources allocated by outside agencies will be tracked for future reimbursements if available.

4) Communications and Information Management

a) All teams and ICS participants will provide timely and effective communications to all the primary participants responding to the incident, and with internal and external stakeholders in accordance with protocols defined in the ICS and the NIMS processes, and in accordance with the District Crisis Communications Plan.

b) Interoperability will be supported by all District, College and first responder organizations so that methods of communication are identified and shared between all responding organizations.

c) Communication messages must remain accurate, brief and timely to ensure effective decisions are made and for a Common Operating Picture (COP) to be maintained throughout all operations.

d) Information will be verified and validated before it is distributed.

e) The ICS standard forms will be the preferred means for distributing critical emergency information on a regular basis to organizations external to the District/College(s) (as provided in the Annex to this Plan).
5) Threat Assessment and Damage Assessment

a) Threat Assessment

The ERT EOC Manager will work with the Planning Section Chief and the Operations Section Chief to evaluate the threat based on the best intelligence available including:

- Status of vulnerable populations and facilities still at risk
- Movement of the threat
- Growing or diminishing impact of the threat
- Collateral damages and issues related to the threat that were not identified in the initial response

This assessment will shape the ERT objectives in support of the IC in addressing the ongoing threat(s) until the threat is controlled or removed.

b) Damage Assessment

The ERT EOC Manager will work with the Operations Section Chief to complete an Initial Damage Assessment (IDA) form (as provided in the Annex to this Plan) in order to share this information with the IC, the City/County Emergency Operations Center (if activated), and as the basis for setting strategic goals for recovery.

6) Reunification

In major incidents, especially those with multiple casualties, accountability is crucial for eventual reunification of staff, faculty, students and visitors with their family and friends. The District/College will work diligently during continued response operations to implement effective reunification processes (especially in the case of minors who are located on any District property). The ERT personnel in the EOC can accomplish this by:

a) Identifying a safe location separate from distractions and/or media and the general public, but close enough to allow family members to feel connected in proximity to their children/loved ones;

b) Scheduling periodic updates even if no additional information is available;

c) Preparing to speak with family members about what to expect during unification with their child/loved ones (including security measures to ensure the child can be released to the adult; and

d) Providing effective communication with those that have language barriers or need other accommodations, such as sign language interpreters for deaf family members.

If reunification is not possible because an individual is missing, injured or killed, how and when this information is provided to families is critical. The District/College must determine how, when, and by whom people will be informed if their loved one is missing or has been injured or killed. Law enforcement typically takes the lead on death notifications.
7) Transition into Recovery

Recovery begins early in the continued response stage, as soon as life-saving protective actions are completed and casualties have been treated and/or removed from the incident site. Each incident is unique in its demands for coordination and resource support. However, the leaders in the incident response can measure the need to move out of the response phase and into full recovery mode by noting that the following circumstances are met:

a) Threat conditions may persist, but are stable and no longer increasing;
b) Vulnerable people, the District/College infrastructure, and the environment are no longer in any immediate danger from the threat;
c) Utilities and communications are restored and stable; and
d) No additional emergency resources are needed or requested.

When these conditions are all met, the response leaders and teams can be confident that it is appropriate to consider demobilizing staff and deactivating teams and facilities in an orderly process.

8) Demobilization and Deactivation

A basic tenet of ICS is that the structure of an organization should match the needs of the incident. When the incident threat no longer requires current ICS structures, leaders of emergency teams and organizations can reduce the size and components of the response structure. This is performed in collaboration with other response organizations so that all parties are aware of the reduction in capacity.

Demobilization of staff for response during a declared emergency typically follows a priority pattern from the bottom up:

a) At the ICP, positions no longer needed to address the threat or public interests;
b) At the Assembly Areas, all BAT members;
c) At the EOC, ERT support positions below Section Chief, and finally the Section Chiefs. The EOC Manager and the Safety Officer will always be the last two positions to demobilize;
d) At the JIC, any District/College PIO representatives;
e) At the EPG, all members if they are no longer needed for executive policy support; and
f) At Unified Command for Bexar County, as District/College representatives.


E. RECOVERY

1. Recovery Goals

The goal of recovery is to return to operational normalcy and to restore as quickly as possible the infrastructure required to accomplish the District’s mission. Recovery may take an extended period of time and should be anticipated and planned in all District and the College emergency plans.

The first priority of recovery is the welfare of staff, faculty and students and restoration of the physical site. Support will require a caring and supportive environment sensitive to the physical and mental health needs of people.

Financial recovery and protection of District assets is also crucial to the overall restoration of the District/College mission to ensure resumption to normal activities. One of the major goals of recovery is to provide for the continuity of operations. This is addressed through District/College Continuity of Operations Plans (COOP). The implementation of the recovery goals will fall initially to the Emergency Response Team (ERT) at the District or impacted College(s) Emergency Operations Center, and then transferred, as needed, to a Business Recovery Team (BRT) as incident response efforts diminish.

2. Continuity of Operations Considerations

The continuity of operations for the District/College must be considered during the initial response phase and again after the response phase has concluded and the District/College begins its long-term recovery phase.

The District/College will use its COOP to define the critical functions and services of the District/College. Contingency plans must be developed in advance as part of the COOP to ensure that the essential services/functions can continue during and after a major incident. The COOP contains procedures describing how the District/College will continue or recover its minimum essential functions.

Essential functions are generally understood to mean those activities that must be performed to achieve the District/College critical missions. The District/College must inventory and prioritize all its functions and determine which ones are truly essential. Specific contingency plans must then be developed and resources allocated to ensure continuity of each essential function identified as mission critical. District and College Senior Executives, as well as Department managers and supervisors, will use these COOP plans to ensure there is minimal disruption to their mission critical services. For example, Information Technology already uses its contingency plans to recover server operations and to protect data storage and retrieval.
3. COOP Contents

Basic guidelines in the COOP must include methods for:

- Ensuring the continuous performance of the District/College essential functions operations during and after an emergency;
- Protecting the District/College essential facilities, equipment, records, and other assets;
- Reducing or mitigating disruptions to District/College operations;
- Reducing loss of life, minimizing damages and financial losses; and
- Achieving a timely and orderly recovery from a major incident and resumption of full services to constituents.

It is essential that the District/College COOP be completed and implemented during District/College emergency preparedness, mitigation, and prevention phases of the emergency management cycle.

4. Line of Succession

One of the requirements of continuity is the continuity of governance (COG) which is a confirmation of a line of succession to ensure there will always be someone designated as being the executive in charge for the District/College during all incidents, throughout all phases of emergency management. The District has defined the following line of succession for its leadership after the Chancellor:

1st Federico Zaragoza
2nd Tom Cleary
3rd Lina Silva
4th Diane Snyder
5th Jo Carol Fabianke

Each College has also defined its own line of succession in its EOP.

If there is no College management available to fulfill its line of succession role, the Chancellor will appoint someone in a senior leadership role that is available from one of the other Alamo Colleges, until the impacted College can appoint a new leader. The impacted College is responsible for reestablishing the replacement staffing as soon as reasonably possible.

In the event that the District loses its complete line of succession, the Board of Trustees may perform the leadership role until new executive personnel can be established.

If the entire District Executive leadership and the Board of Trustees are lost, then Bexar County Emergency officials may take responsibility for initial response and recovery operations until a state authority can be established to take the role of leadership for the District until the Board and District leadership are restored.
5. Critical Facility Continuity

Recovery also requires that key facilities for critical mission operations can be relocated if the primary sites are unavailable or lost. The District has defined the following relocation strategy for loss of its key operating sites:

- If Sheridan Street operations are lost, the operations may move to Houston Street.
- If Houston Street operations are lost, they may be moved to Sheridan Street.
- If both sites are lost, operations may move to the San Antonio College, especially for IT support, and to St. Philip’s College for additional space and staffing support.
- For additional relocation, the District may use the Southwest Campus and the Center for Workforce Excellence adjacent to the Southwest Campus.

Each College has defined its own critical facility relocation strategy.

6. Vital Records Management

COOP plans must include the protection and recovery of computer operations and critical data for operations. The IT Department has a Business Continuity Plan (BCP) in place for this contingency. It is practiced and tested on a regular basis.

7. Building Business Recovery Teams (BRT)

Recovery activities are a part of all phases of emergency management.

a. Preparedness Phase

During the preparedness phase of emergency management the District and Colleges should use the Incident Command System Structure for the basic BRT structure design and include this design in their COOP.

A basic BRT will be established and will be composed of trained individuals who will be available to assist in recovery efforts. During the preparedness phase, the District will determine the roles and responsibilities of staff and others who will assist in recovery. They will be organized and trained to fill the role of BRT members. Although there will be a BRT within the District/College campus emergency response structure, it may still be necessary for the Chancellor and/or a College President (or designee) to allocate additional resources on an as-needed basis to provide additional support to BRT operations.

During the preparedness phase, the District/College staff shall also identify the local vendors who can assist in recovery efforts. Items and services, such as debris removal, carpet repair and replacement, cleaning services, computer data recovery, fire restoration, structural engineers, tree damage/repair/removal, etc. will be arranged for in advance of an emergency incident, to the extent possible.
The components of the basic BRT would typically include the following:

- BRT Manager
- Operations Section Chief
  - Branch Director for Information Systems
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

Other key individuals may be assigned to assist in supporting roles for each function if the recovery becomes substantially complex.

The instructions for the BRT will be provided through guidance in the COOP.

b. Activation Criteria

During the Mid-term and Long-term Disaster Response Phases at the District/College, the ERT EOC Manager will decide whether the impacts require an independent BRT within or separate from the EOC staffing, based on the following criteria:

- Whenever an incident has occurred that has interrupted District/College operations, AND
- Is of significant magnitude to require an active recovery effort in excess of the EOC operations or regular working staff at their normal work locations after the EOC is deactivated, AND
- Requires the efforts of more than one District/College department or division to support recovery.

c. Initial Response

When an emergency or disaster interrupts the normal flow of District/College operations, it will be necessary to activate an EOC. As the incident transitions from response to recovery, command of the EOC will transition from supporting the District or College response to a center for coordination of initial recovery activities. Recovery often begins in parallel to response after the immediate actions to protect life safety and health are completed. Some specific recovery considerations, especially for the needs of people impacted by the incident, occur early in response whether or not a BRT is formed.

d. Direction and Control of Recovery Operations

The ERT EOC Manager(s) and Section Chiefs typically provide direction and overall management of the District/College recovery effort until a BRT is formed and operational. Until the BRT is in place and charged with Recovery activities, the EOC provides the overall operational support necessary to accomplish recovery objectives. The BRT, once formed, typically works at the EOC until it is clear that they can/should operate independently as the EOC is demobilized and deactivated.
e. Provide Psychological First Aid (PFA) for Staff and Their Families

The District/College will assess the emotional needs of all staff, faculty and students to attempt to best determine those who need intervention by a counselor, social worker, psychologist or other mental health professional. The District/College will arrange as needed, and whenever possible, the appropriate interventions by District Human Resources or by community-based service providers. The District realizes that appropriate group intervention may be beneficial to staff, faculty and students experiencing severe reactions to the incident.

f. Provide Information on the Incident to the Appropriate Person(s) in the EOC

The EOC/BRT staff will follow the chain of command as outlined in the EOP when providing information about recovery activities for an incident. All information is to be disseminated through the PIO position in the EOC or other official representatives of the College or the District. It is important to have a single and accurate message being sent out to staff, students, the community and the media. The District and College staff will make every effort to consider cultural differences when preparing these materials, as well as needs of the ADA community.

8. Transitioning from Full Response to Initial Recovery

a. Personnel

The first order of business during recovery is to return the organization to normal operations as quickly as possible. The District/College may need to help staff and their families cope with separations from one another during the long hours required for reopening of the college campus and District offices after a major emergency or disaster.

A substantial effort should be made immediately to support personnel and students who have been traumatized by the incident. This may require paid leave time for counseling for staff and faculty. This may also mean allowing staff time off to repair their own homes and deal with personal loss and grief. Temporary staffing may be required from other colleges outside the disaster area, or from temporary hiring firms. Do not expect personnel to work at their pre-disaster levels of skill until they have had time to process the trauma. This includes management. Ignoring this supportiveness may cause a loss of employee productivity, affect health and behaviour, and even the permanent loss of key staff.

b. Infrastructure

During the first hours and days after a major incident (Short-term Recovery Stage), the principal objectives will be to restore the necessary structural elements [facilities, HVAC systems, roadways and grounds] and non-structural functions and resources (power, water, sanitation, telecommunications) to any impacted District site and campus.
c. Mid-term Recovery

In the first days or weeks following a major incident (Mid-term Recovery Stage), the BRT will establish the principal objectives of recovery to ensure the restoration of the all pre-identified essential business functions at the District and Colleges that are considered to be critical to normal business operations, typically defined in the COOP.

d. Roles and Responsibilities

Divisions and Departments normally responsible for performing the critical business functions of the District/College will be responsible for recovering those functions after a disaster. Mid-term operations may occur concurrently in the EOC and decisions should be made at this stage whether the BRT will continue to use the EOC facilities after EOC deactivation or move to another site, or even use a virtual structure.

e. EOC Locations for BRT Operations Centers

1) A College primary or alternate EOC that is deactivated.
2) A District Office primary or alternate EOC.
3) Another organization’s EOC designated as a distant alternate EOC (e.g., at a satellite District operation in another county).

If the BRT does not work from the EOC, their worksite should also be secured and provided with the appropriate tools and supplies to complete their responsibilities with the resources to be able to keep in continuous contact with the District/College EOC while it is activated. The BRT should use the EOC Habitability Checklist in the Annex as the basis for ensuring a safe operating environment.

f. Documentation

It is critical that careful cost documentation is performed early and continuously during response and throughout recovery. District/College Finance and Administration Section Chiefs should use the SOP Annex recovery checklists for recovery operations to ensure this accountability is maintained. This will be required for insurance reimbursement. Records of actual costs should be filed for auditing and reference for at least three years after recovery is complete. This is required for reimbursements when a federal disaster declaration allows reimbursement, and typically if a State of Emergency provides compensation for response and recovery from the State of Texas.

9. Long-term Recovery

During Long-term Recovery, the BRT’s principal objective is to resume normal operations. The EOC will be deactivated. The BRT will resume a post-incident organizational structure that supports long-term recovery. The BRT will then consider and coordinate strategic objectives for long-term recovery efforts. A major part of the work will be locating and acquiring funding for repair costs.
Based on the size and nature of the incident, the timeline to resume normal operations depends on the extent of disrupted critical services on campus or in District offices. Recovery involves restoration of critical infrastructure necessary for normal District/College operations such as facilities, grounds, water, power, sanitation, HVAC, network services and telecommunications. Ongoing external government emergency operations may hamper recovery activities within the District if resources become scarce in major emergencies. Local, regional and even State–level priorities for resources may reduce access to critical recovery equipment, supplies, tools and expertise.

In addition, the timeline to resume normal operations will be greatly dependent on damage to the District/College site (structural) and to computer and data management facilities (systems, communications, and non-structural) and non-duplicated vital records.

In a major incident, the recovery efforts may take several weeks, months or even years to complete. The District BRT Manager will collaborate with the Chancellor, and the College BRT with the College President, to define when the work of the BRT is complete and the team can be deactivated. This should also be coordinated with the District Enterprise Risk Management Department.

The District/College should officially inform its internal stakeholders and then the community at large when the District/College is recovered and fully operational.

a. Infrastructure Recovery

In smaller events there is typically little challenge to acquiring the kinds of services and materials needed to recover District/College critical infrastructure. However, in larger events, especially regional catastrophes like a large earthquake or flood, necessary resources may be scarce and costly. The District/College should prepare a list of the most important resources it will need for long-term recovery. It is in the best interests of the District/College to make formal agreements beforehand with the providers of these resources and services so there is no question the District/College will be served if the vendor has access to the needed resources. Setting fixed prices for certain goods and services each year can also reduce “add-ons” when a vendor wants to pass along their own disaster losses to clients. For the most critical recovery elements (e.g., emergency power, food and water, etc.), the District/College should consider having multiple vendor agreements in case a primary vendor is lost because of the disaster. Having a local, regional, and then out of state vendor for the most critical infrastructure recovery elements is a sound practice.

b. Disaster Assistance

District/College Executive Management may reach a limit to recovery actions based on available financial assistance. Early recognition helps plan for the next level of support requests. Recovery disaster assistance processes should be tested through tabletop exercises with local, state and federal stakeholders to ensure all parties understand current standards and practices for recovery funding.
c. Documentation

The District/College is responsible for preparing a system for capturing all costs associated with disaster operations, both for response and recovery. These records will be used for insurance reimbursement. They may also be used to justify application for state and federal disaster funding applications. If a local or state government has used a District/College resource (e.g., refrigeration units, facilities for sheltering, food service support, etc.), documentation is critical for reimbursement from the State or federal government for the use/maintenance/repair costs encumbered by District/College. The records should be kept at least three years after the recovery is complete.

10. After Action Reports

The District/College should coordinate with ERM to produce an After Action Report (AAR) for the event after response is complete and recovery is the primary activity. The AAR should include:

- A timeline of major events that involved the District/College, from the beginning of the incident through the stage of recovery at the time of the AAR—this includes major decisions by the District/College.
- Losses to the District/College—including injuries and death, infrastructure damage, loss of funding due to cancellation of classes, loss of other valuable assets.
- Impacts on the community from interruption or loss of the District/College, including lost wages, taxes, educational opportunity, and any chemical releases that affected the environment.
- Total estimated financial losses—including losses of enrollment, staff income, and inability to complete graduations.
- Actions the District/College management and staff took through their ICS structure with or without the ERT/EOC activation.
- Support received by government, non-profits, other organizations to assist the District/College.
- Lessons learned in the event (what worked well and what needs improvement).
- Gaps that occurred in the capability to respond and recover—these should be very specific regarding resources, planning, training, communications, coordination with other organizations, etc.
- Course of Action—what the District/College plans to do in the future, including updating plans and procedures, training, prevention, mitigation, and any final recovery efforts, and proposed resolutions of identified gaps should be included.
- Photos of the damage, and the recovery, as well as names of people and agencies who supported the After Action Report critique.

The report should be kept with the District/College cost records and a copy should be sent to the ERM for its files.
F. Mitigation

Mitigation is any action of a long-term, permanent nature that reduces the actual or potential risk of loss of life or property from a hazard that is a known threat. An example would be installation of automatic doors for wheelchair access or updating stairwells for emergency evacuation. Mitigation can also involve security actions such as installing shock-resistant glass for offices that handle cash. Mitigation projects sometimes take substantial planning, funding, and sometimes collaboration with community organizations.

Mitigation is an important part of the emergency management process. Mitigation provides value by creating a safer environment and impeding the cycle of disaster damage, reconstruction, and repeated damage. The process of mitigation is considered a two-part process in NIMS. First, there is risk management through prevention. Second, there is an improved sense of situational awareness of threats and collaboration through outreach.

1. Prevention

Risk management and its strategies help reduce the dangers of operating in the all-hazards environment when threats can impact District/College vulnerabilities. These strategies include avoidance (e.g., not building structures in floodplains), reduction of impacts when avoidance cannot be completely implemented (e.g., installation of fire sprinkler systems in structures), and acceptance of some or all of the consequences of a particular risk while providing response tools to address the losses (e.g., insurance, mutual aid, response teams.)

Prevention is also accomplished by District/College Management taking actions to avoid an incident or to intervene to stop an incident from escalating. Prevention is typically an applied process of ongoing activities. For District/College operations, prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as:

- Deterrence operations;
- Heightened inspections;
- Improved surveillance and security operations;
- Investigations to determine the full nature and source of the threat;
- Safety enforcement;
- Immunizations of District/College personnel; and
- Assisting law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity when such activities relate to District/College business.

The District/College can ensure that prevention is successful if they:

- Identify past losses during incidents and try to identify the root cause for those losses
- Evaluate neighboring operations to identify new or changing threats that might impact District/College operations (e.g., chemical storage data for hazardous materials in adjacent operations can be provided by local fire services or the County Administering Agency).
Some of the prevention efforts employed by the District include:

- Complying with or exceeding floodplain management and environmental regulations;
- Enforcing building codes for new construction, or repairing or retrofitting existing buildings;
- Identifying and utilizing shelters and safe rooms to help protect people in hurricane and tornado-prone areas;
- Implementing a vital records program to prevent loss of crucial documents and records;
- Conducting site specific hazard vulnerability assessments of all District/College locations;
- Management of data regarding historical incidents to support strategic planning and analysis; and
- Development of hazard-specific evacuation routes.

A major prevention activity is the conducting of hazard assessments at all District/College properties. These are based on vulnerabilities to potential threats.

- Each College and District Office should perform an annual basic Hazard Vulnerability Assessment (HVA), including their operating satellite locations.
- The HVA for each site is included in the District/College EOP.
- ERM, ACPD, Facilities, District Executive staff and the Vice Presidents of College Services at each College document a review of the HVAs annually or as needed if new major threats occur.

2. Outreach

Sometimes prevention can be accomplished through coordinated efforts with the general community. A good example is providing personal safety instructions for students to take home to their families and friends off campus. Other examples include providing guidance for constructing portable emergency kits or supporting vaccinations for influenza before flu season while providing hand-cleansing sites for students, staff, faculty and visitors on campus. All of this is outreach that helps reduce threats not just at the District/College, but within the community it serves.

The District/College enhances prevention by outreach activities, including:

- Releasing monthly updates of interest regarding seasonal threats or new threats of interest in order to increase situational awareness
- Providing emergency guidance and tools on Alamo Share for District and College personnel
- Placing posters for specific threats throughout District/College
- Supporting placement of programmed weather radios in several key locations through the District/College
- Training staff to recognize the meaning of local sirens and other local public warning systems
- Updating emergency contact phone numbers
- Providing First-aid and CPR methods to appropriate target audiences
• Involving District/College personnel in monthly walkthroughs to identify potential problem areas such as:
  o Improperly stored and marked fire extinguishers
  o Blocked emergency exits
  o Improperly marked hazardous materials or areas of risk
  o Poorly or improperly lighted areas around buildings or parking zones
• Developing MOUs and other agreements for resource shortages identified as gaps in response and recovery
• Following guidance and ideas on prevention from local and state government first responders and emergency planners, and from the Federal Emergency Management Agency and the Department of Homeland Security
G. Program Maintenance

The District/College has the responsibility for maintaining and supporting the Emergency Management Program. The EOP is the basis for the Emergency Management Program. There are other plans related to the EOP that are also used for addressing other types of incidents that may not rise to the level of an emergency, such as those that affect business systems, injuries, the handling of general safety concerns, etc. This EOP is not meant to replace any of those specific plans already in use by the District/College, but rather to ensure there is clear policy for emergency events from the all-hazards environment.

The Emergency Management Coordinator (EMC) is responsible for preparation and implementation of the District EOP by ensuring regular EOP and SOP updates, staff training, placement and readiness of response equipment, agreements as needed with external organizations, and sufficient coordination with other external organizations such as the San Antonio Office of Emergency Management. The EMC also ensures the Emergency Contact List is updated and distributed to District and College personnel.

The EMC is responsible for providing appropriate guidance for acquiring and maintaining the correct tools, supplies and facilities for the various emergency teams throughout the District/College. Such tools include the EOP and SOPs. Other tools can include fact sheets and updates provided throughout the year, opportunities to attend training courses in person or online, and briefings when critical new information becomes available, such as legislation or directives regarding how the District/College will prepare and respond to emergencies.

The EMC will use a basic five-year schedule to plan and implement the various elements of the Emergency Management Program, as described below. The schedule is provided as Attachment 3. A detailed EMP schedule is maintained within the ERM Department.

1. Emergency Operations Plan Development

The ERM Department works directly with the District Offices and Colleges to continually update emergency operations. The EMC is responsible for ensuring the regular review and update of the EOPs throughout the District Offices and Colleges.

The EOP is reviewed on an annual basis for thoroughness and compliance. The emergency team membership and design is reviewed each year for both correctness and completion. Review of the EOP and emergency team structures ensures that District/College emergency actions result in the best possible outcomes. Items that may require revision are:

- Major changes in laws and regulations
- New compliance guidance for emergency management operations
- Changes in organizations such as the District/College ERT
- Changes in supporting government organizations or vendors
- Emerging threats that require creation of new or revised SOPs
- Input from staff, faculty, students or other stakeholders for specific changes

2. Standard Operations Procedures (SOP) Development
SOPs are developed by the same process as the EOP, but may be updated more often as emerging threats occur. Strategies for existing threats may need revisions based on new lessons learned. It is the responsibility of the District/College emergency leads to change the content of the existing SOPs.

3. Plan Maintenance

The District/College will perform a complete revision of their EOP and SOPs at least every three years to ensure the documents are relevant and compliant with current laws and regulations, as well as best practices. The next full revision will be required in 2016. The ERM Director is responsible for identification of funding to complete the maintenance, revision, and distribution of the District EOP and SOPs and associated training to the District and Colleges.

4. Plan Distribution

The ERM Director is responsible for identifying who receives original copies of the EOP and SOPs, as well as all later revisions. The District/College may make their EOPs available through a controlled access location on their websites and through direct distribution of hard copies when it is appropriate. Printed copies of EOPs should be created and distributed, along with electronic copies, to primary offsite emergency response organizations within the county/city of operation, or other agencies as appropriate. Distribution dates and tracking of those receiving the EOP are to be noted on the Distribution Record in the Foreword of the EOP. The entire set of SOPs should not be shared outside of the District/College unless an emergency response organization makes a specific request in writing that is approved by the ERM Director for the District SOPs, and a College President for College SOPs (after advisement from the ERM Director). Emergency tactics should be handled as sensitive information.

5. Training

The EMC is responsible for the formal training of District/College management staff, faculty and students based on the contents of the District EOP, SOPs, and any other procedures the District uses to respond to emergencies, e.g., safety plans. The ACPD may also provide emergency related training.

External training is often available through the City of San Antonio or Bexar County. Other training is also available for related topic areas, like ICS, through the Texas Division of Emergency Management (TDEM) and the Federal Emergency Management Agency (FEMA).

Training records will be kept for each person who completed any official training related to the EOP and SOPs. Those records should be maintained as verification of the District/College preparedness and its level of readiness. These training records should be managed by the EMC whenever they are not maintained by central records management at the District in programs like Alamo Learn.
6. Drills and Exercises

Drills are small practice sessions of specific elements in emergencies. Testing the emergency lighting, holding fire drills, practicing CPR, and testing back-up generators are all drill applications.

Exercises are larger events that may be low key discussions using a scenario around a table of key policy makers (tabletop exercise), a functional exercise (where the ERT actually meets and plays out a realistic scenario with the ICS structure activated in their EOC), or a field exercise where actual events are played out with movement within and outside the District/College, sometimes including outside agencies. This might happen in a big exercise with the City of San Antonio, Bexar County, or a military installation for threats such as a terrorist attack, plane crash, or major flooding.

Drills and exercises require various levels of performance, but the capabilities of District/College personnel will improve during actual response and recovery when personnel have had both training and exercise experiences.
ATTACHMENTS
Confirmation of National Incident Management System Support

The Alamo Colleges support the concepts of the National Incident Management System (NIMS) as defined by the U.S. Department of Homeland Security. The Alamo Colleges will incorporate the appropriate elements of NIMS, including the use of the Incident Command System (ICS), as applicable to the operations of our District before, during and after emergency incidents.

Dr. Bruce H. Leslie
Chancellor, Alamo Colleges
## ATTACHMENT 3

### BASIC FIVE-YEAR OPERATING CYCLE

**FOR THE EMERGENCY MANAGEMENT PROGRAM**

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<th>YEAR 1</th>
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ATTACHMENT 4

CORE CAPABILITIES REQUIRED IN EMERGENCY MANAGEMENT PROGRAMS

Core Capabilities Descriptions [RELEVANT TO DISTRICT/COLLEGE OPERATIONS]

**Planning**

- **Mission Areas**: All
- **Description**: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

**Public Information and Warning**

- **Mission Areas**: All
- **Description**: Deliver coordinated, prompt, reliable, and actionable information to the whole community [District/College] through the use of clear, consistent, accessible, culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

**Operational Coordination**

- **Mission Areas**: All
- **Description**: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

**Forensics and Attribution**

- **Mission Area**: Prevention
- **Description**: Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

**Intelligence and Information Sharing**

- **Mission Areas**: Prevention, Protection
- **Description**: Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.
Interdiction and Disruption

- **Mission Areas:** Prevention, Protection
- **Description:** Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Screening, Search, and Detection

- **Mission Areas:** Prevention, Protection
- **Description:** Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence.

Access Control and Identity Verification

- **Mission Area:** Protection
- **Description:** Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.

Cyber-security

- **Mission Area:** Protection
- **Description:** Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).

Physical Protective Measures

- **Mission Area:** Protection
- **Description:** Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.

Risk Management for Protection Programs and Activities

- **Mission Area:** Protection
- **Description:** Identify, assess, and prioritize risks to inform Protection activities and investments.

Supply Chain Integrity and Security

- **Mission Area:** Protection
- **Description:** Strengthen the security and resilience of the supply chain.
Community Resilience

- **Mission Area:** Mitigation
- **Description:** Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish Mitigation and improve resilience.

Long-term Vulnerability Reduction

- **Mission Area:** Mitigation
- **Description:** Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.

Risk and Disaster Resilience Assessment

- **Mission Area:** Mitigation
- **Description:** Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

Threats and Hazard Identification

- **Mission Area:** Mitigation
- **Description:** Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Critical Transportation

- **Mission Area:** Response
- **Description:** Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Environmental Response/Health and Safety

- **Mission Area:** Response
- **Description:** Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.
Fatality Management Services

- **Mission Area**: Response
- **Description**: Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Infrastructure Systems

- **Mission Area**: Response, Recovery
- **Description**: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Mass Care Services  *Not Applicable to District/Colleges. Short-term reunification is addressed elsewhere.*

- **Mission Area**: Response
- **Description**: Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

Mass Search and Rescue Operations  *Not Applicable to District/Colleges.*

- **Mission Area**: Response
- **Description**: Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

On-scene Security and Protection

- **Mission Area**: Response
- **Description**: Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

Operational Communications

- **Mission Area**: Response
- **Description**: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected [District/Colleges] communities in the impacted area and all response forces.

Public and Private Services and Resources  *Not Applicable to District/Colleges.*

- **Mission Area**: Response
- **Description**: Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.
Public Health and Medical Services

- **Mission Area:** Response
- **Description:** Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all [staff, faculty and students] people in need within the affected area.

Situational Assessment

- **Mission Area:** Response
- **Description:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Economic Recovery

- **Mission Area:** Recovery
- **Description:** Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable [District and Colleges] community.

Health and Social Services

- **Mission Area:** Recovery
- **Description:** Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community [District/Colleges].

Housing

- **Mission Area:** Recovery
- **Description:** Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Natural and Cultural Resources

- **Mission Area:** Recovery
- **Description:** Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.

Source: FEMA/DHS 05/06/2013