

Alamo Colleges Emergency Operations Plan (EOP)

October 2022

ALAMO COLLEGES EMERGENCY OPERATIONS PLAN

RECORD OF CHANGES

Change #	Date	Page	Change Entered By:	Nature of Change
Rev. 0	5/2012	All	ERM	Initial completed EOP and SOP
Rev. 1	1/2014	All	ERM	Revised to incorporate FEMA and best practice standards
Rev. 2	2/2022	All	ERM	Revised to align with FEMA Annex structure identified for each threat and update EOP to remove detail response
Rev. 2.1	10/2022	All	ERM	Continue to update and revise Annex documentation

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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 Annexes and attachments. 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 utilized 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 organization 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 vested interest in EOP not only at their location but for all of Alamo Colleges District.

The District Emergency Operations Plan, Annexes and attachments are hereby approved. The plan takes effect immediately and supersedes all previous emergency plans for all emergency operations and district locations.

Dr. Mike Flores

Chancellor

Official Effective Date _____

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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 including keeping up to date with any subsequent revisions to the EOP.

Title	Date

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PREFACE

The Alamo Colleges District Emergency Management Program (EMP) is a District-wide program that guides emergency personnel and resources, before, during and after a natural, technological or human-caused incident. EOP and Annexes will be the primary document in determining how the District plans for and manages emergencies, disasters, special events 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 Annexes, 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 and best practices in emergency management.

Any program changes, suggestions, or recommendations shall be submitted in writing to 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. Mike Flores
Chancellor

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The EOP and its supporting annexes and attachments are hereby approved and are effective immediately upon the signing of all signature authorities noted below.

Approved: _____ Title: _____ Date: _____

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ACRONYMS

AAR	After Action Report
ACPD	Alamo College Police Department
ADA	Americans with Disabilities Act
AED	Artificial External Defibrillator
BAT	Building Action Team
BET	Brackenridge Education & Training Center
BRT	Business Recovery Team
CAT	Crisis Action Team
CFR	Code of Federal Regulations
CMAS	Commercial Mode Alert System
COOP	Continuity of Operations Plan
CPR	Cardio Pulmonary Resuscitation
CTTC	Central Texas Technology Center
DATP	Datapoint Center
EETC	Eastside Education & Training Center
EMC	Emergency Management Coordinator
EMP	Emergency Management Program
EOC	Emergency Operation Center
EOP	Emergency Management Plan
ERM	Enterprise Risk Management Department (District)
ERT	Emergency Response Team
FEMA	Federal Emergency Management Agency
FERPA	Family Educational Rights and Privacy Act
FSH	Fort Sam Houston
HIPAA	Health Insurance Portability and Accountability Act
HSPD	Homeland Security Presidential Directive
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IPAWS	Integrated Public Alert and Warning System
IT	Information Technology
KERR	Greater Kerrville Alamo Colleges Center
LAFB	Lackland Air Force Base
MACC	Multi-Agency Coordinator Center
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NRF	National Response Framework
RAFB	Randolph Air Force Base
SAPD	San Antonio Police Department
SOP	Standard Operating Procedure
SWC	Southwest Campus
TDEM	Texas Division of Emergency Management
WETC	Westside Workforce Education and Training Center

1. PURPOSE, SCOPE, SITUATION AND ASSUMPTIONS

1.1. PURPOSE

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

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

The EOP, 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 Homeland Security Presidential Directive (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.

1.2. SCOPE

The measures in this plan will enact the response necessary to any circumstance that requires greater than day-to-day resources to protect safety, health, property, the environment, and/or critical operations. The two main type of circumstances are:

- **Event:** A planned occurrences that require resources greater than customary day-to-day staffing to ensure the safety and well-being of event participants, and the coordination of these resources to ensure a safe and successful outcome. Examples include commencement, guest lectures requiring special security, and large gatherings such as Fiesta events. Unlike incidents, events can be rescheduled or cancelled.
- **Incident:** An unplanned occurrence – natural, technological, or human-caused-that requires a response to protect life, property, or the environment (e.g., major disasters, terrorist threats or attacks, civil unrest, wildland and urban fires, floods, hazardous material spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis,

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war-related disasters, public health and medical emergencies, or occurrences requiring an emergency response).

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 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 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 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.

1.3. VISION

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.

1.4. 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

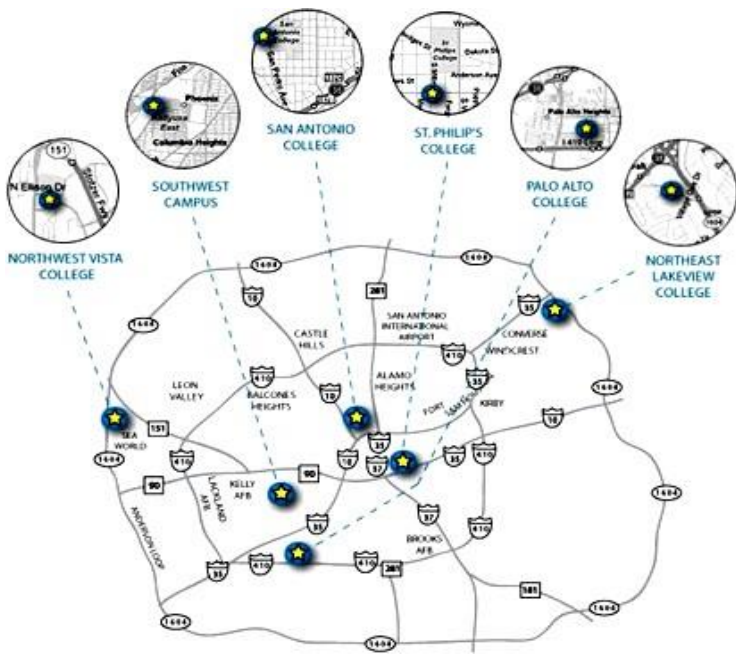
It is anticipated that, as operations progress from Priority 1 through Priority 2 and 3 responses, the administrative control of the location will transition from the emergency management response structures back to the normal District organizational structure—the final priority.

1.5. DISTRICT DESCRIPTION

The Alamo Colleges District is located primarily in Bexar County with satellite operations in adjacent Counties. The Alamo Colleges District serve the Bexar County community through five colleges —

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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 90,000+ supported by more than 5,000 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.



Northeast Lakeview College

1201 Kitty Hawk R.
Universal City, TX 78148
210-486-5000

Northwest Vista College

3535 N. Ellison Dr.
San Antonio, TX 78251
210-486-4000

Palo Alto College

1400 Villaret Blvd.
San Antonio, TX 78224
210-486-3000

San Antonio College

1819 N. Main Ave.
San Antonio, TX 78212
210-212-5266

St. Philips College – MLK

1801 Martin Luther King Drive
San Antonio, TX 78203
210-486-2000

Alamo College District

2222 N. Alamo St.
San Antonio, TX 78215
210-485-0000

St. Philips College -Southwest Campus

800 Quintana Road
San Antonio, TX 78211
210-486-7000

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 Office, require evaluation and preparation for incident response and recovery.

These sites include:

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

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

St. Philips College – Southwest Campus (SWC)
800 Quintana Road
San Antonio, TX 78228

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

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

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

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Eastside Education and Training Center (EETC)
4551 Dietrich Rd.
San Antonio, TX 78219

Alamo College Greater Kerrville Center (KERR)
1010 Barnett Street
Kerrville, TX 78208

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

Floresville Center
1813 Tiger Lane
Floresville, TX 78114
830-393-3563

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

1.6. 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.

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.

The Alamo Colleges has identified the following hazards as being particularly likely to impact campus:

- Fire or explosion emergencies
- Medical emergencies
- Hazardous Material emergencies
- Weather emergencies
- Threat of violence/violence/terrorism
- Building systems emergencies
- Interpersonal emergencies

The Alamo Colleges has adopted hazard mitigation goals and objectives for these potential threats

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that are designed to protect the Alamo Colleges community.

Because the Alamo Colleges are situated within the City of San Antonio, the hazards identified in the city’s Hazard Mitigation Plan can also potentially impact the Alamo Colleges. The top hazards that the city has identified as a threat to our area are:

NATURAL ACTS OF NATURE	TECHNOLOGICAL ACCIDENTS OR SYSTEM AND STRUCTURE FAILURES	HUMAN-CAUSED INTENTIONAL ACTIONS OF AN ADVERSARY
<ul style="list-style-type: none"> • Drought • Earthquake • Flood • Landslides • Severe Winter Weather (Hail, Ice, & Snow) • Thunderstorms (High Winds) • Tornadoes • Urban Fire • Wildfire 	<ul style="list-style-type: none"> • Chlorine Leak • Dam Failure • Hazardous Material Spill • Military Plane Crash • SCADA System Threat • Train Derailment 	<ul style="list-style-type: none"> • Agro-Terrorism • Aircraft as a Weapon • Arson/incendiary Attack • Biological Attack • Chemical Attack • Conventional Attack-Civil Disturbance • Cyber-Terrorism • Food and Water Contamination • IED’s • Nuclear Device • Hostage-Taking/Assassination • IEDs • Nuclear Device • Penetration of Border • Radiological Dispersion Device • Sabotage/Theft • Vehicle-Borne IED

The city has adopted hazard mitigation goals and objectives for these hazards that are designed to protect the entire San Antonio area community.

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

	LIKELIHOOD OF OCCURRENCE*	ESTIMATED IMPACT ON PUBLIC HEALTH	ESTIMATED IMPACT ON PROPERTY	OVERALL THREAT VALUE
Hazard Type:	<i>Unlikely, Occasional, Likely</i>	<i>Limited, Moderate, Major</i>	<i>Limited, Moderate, Major</i>	<i>1 High 4 Low</i>
NATURAL				
DROUGHT/HEAT WAVE	Likely	Limited	Moderate	3
EARTHQUAKE	Unlikely	Limited	Limited	3
FLASH FLOODING	Likely	Limited	Moderate	2
ANIMAL THREAT (WILD OR DOMESTIC)	Unlikely	Limited	Limited	4
EVACUATION: BUILDING	Occasional	Limited	Limited	2
EVACUATION: ENTIRE CAMPUS	Unlikely	Moderate	Limited	4
HAIL	Occasional	Limited	Moderate	2
TORNADO	Occasional	Major	Major	1
WILDFIRE	Unlikely	Moderate	Moderate	3
FIRE IN OR NEAR DISTRICT PROPERTY	Occasional	Moderate	Major	2
SMOKE	Occasional	Limited	Limited	2
MEDICAL EMERGENCY	Likely	Limited	Limited	1
PANDEMIC/SERIOUS DISEASE OUTBREAK	Occasional	Major	Limited	2
SEVERE STORM: RAIN, LIGHTNING, STRONG WINDS	Likely	Limited	Moderate	2
ICE/SNOW STORM	Occasional	Moderate	Limited	2
TECHNOLOGICAL				
AIRCRAFT CRASH ON OR NEAR CAMPUS	Unlikely	Major	Major	2
TRAIN DERAILMENT NEAR OR ON CAMPUS	Unlikely	Major	Major	4
EXPLOSION ON OR NEAR CAMPUS	Unlikely	Major	Major	3
CLASSES CANCELLED (BASED ON THREAT)	Occasional	Limited	Limited	1
CYBER ATTACK/ LOSS OF Information Technology (IT)	Occasional	Moderate	Moderate	2
HAZARDOUS MATERIAL RELEASE	Occasional	Moderate	Moderate	2
BUILDING COLLAPSE	Unlikely	Major	Major	3
RADIOLOGICAL MATERIALS ACCIDENT	Unlikely	Moderate	Limited	4

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TABLE 2 Continued

	<i>LIKELIHOOD OF OCCURRENCE*</i>	<i>ESTIMATED IMPACT ON PUBLIC HEALTH</i>	<i>ESTIMATED IMPACT ON PROPERTY</i>	<i>OVERALL THREAT VALUE</i>
VEHICLE FIRE ANYWHERE ON CAMPUS	Occasional	Limited	Limited	2
UTILITY INTERRUPTION/LOSS: ELECTRICITY, GAS, WATER, SEWAGE, GARBAGE REMOVAL, PHONE, INTERNET	Likely	Moderate	Major	1
HUMAN CAUSED				
ACTIVE SHOOTER	Unlikely	Major	Limited	1
VIOLENT/CRIMINAL BEHAVIOR	Likely	Moderate	Limited	2
HOSTAGE SITUATION	Unlikely	Limited	Limited	3
CIVIL DISORDER/DEMONSTRATION	Unlikely	Moderate	Moderate	4
MISSING PERSON	Occasional	Limited	Limited	3
BOMB THREAT OR ACTUAL BOMB	Occasional	Major	Major	1
TERRORISM THREAT	Unlikely	Major	Moderate	3

1.7. EMERGENCY MANAGEMENT PROGRAM OWNERSHIP

Implementation and accuracy of the District emergency management program is the responsibility of the 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.

1.8. 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.

1.9. 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 annexes 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

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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 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.

2. CONCEPT OF OPERATIONS

2.1. 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 Associate Vice Chancellor of Talent, Organization & Strategic Innovation, 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

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to address the cycle of emergency management at the District: **prevention, mitigation, preparedness, response** and **recovery** within the NIMS framework using the ICS.

Prevention- Prevention focuses on preventing human hazards, primarily from potential natural disasters or terrorist (both physical and biological) attacks. Preventive measures are designed to provide more permanent protection from disasters: however, not all disasters can be prevented. The risk of loss life and injury can be limited with good evacuation plans, environmental planning and design standards.

Mitigation- Mitigation activities provide a critical foundation in the effort to reduce the loss of lime and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster. Mitigation is usually a pre- disaster activity, although mitigation efforts may also occur in the aftermath of an emergency or disaster to prevent an expansion or repetition of the effects.

Preparedness - Preparedness actions involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing specific plans for delivering capabilities when needed for an incident. Among the preparedness activities included in the emergency management program are:

- Emergency planning, including maintaining this plan, its annexes, and associated procedures,
- Providing emergency equipment and facilities,
- Conducting or arranging appropriate training for emergency responders, emergency management personnel, and University officials, and
- Conducting periodic drills and exercises to test emergency plans and training.

Response - Response activities are immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Response activities include: warnings, emergency medical services, law enforcement operations, evacuation, shelter and mass care, search and rescue, and other associated functions.

Recovery - If an emergency occurs, the University will carry out a recovery program that includes both short- and long-term operations. Recovery includes the development, coordination, and execution of service and site restoration plans, the reconstitution of operations and services; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

2.2. EMERGENCY MANAGEMENT RESPONSIBILITIES

The Alamo College's Chancellor has the final authority for all emergency operations in the District. In that role, the Chancellor:

- Is responsible for the overall development of the Incident Command System and NIMS as implemented throughout the District.
- Is responsible for the District-wide emergency declarations and their overall District emergency operations.
- Becomes the Area Commander during multiple incident situations affecting several colleges and/or District offices.
- Works with the Emergency Operations Center (EOC) Emergency Response Team (ERT) Manager in assessing the emergency and preparing and addressing the District-wide

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emergency response.

May act as the District representative in a Bexar County Unified Command.

- May declare and end a District-wide or College-declared emergency in collaboration with other District Executives or College President(s).

The Emergency Response Team Commander (Chancellor or Designee and Presidents or their designees on the affected campus) has a role which:

- Ensures that incidents are properly managed.

Works with the Emergency Response Team EOC Manager in assessing the emergency and providing policy oversight and support for the College's specific response.

- Ensures that incident management objectives are met and do not conflict with each other or with District policies.
- Allocates critical resources according to the established priorities.
- May declare and end a College emergency declaration.

Emergency Management Coordinator (EMC), or designee, shall:

- Provide support and resources to the incident commander as requested
- If situation warrants activation of the EOC, the EMC will assume role of Liaison Officer, unless delegated. The EMC is responsible for coordination with the District/College EOC and collaboration with the City of San Antonio, Bexar County, Live Oak, and Universal City upon activation of the EOC.
- Staff positions in the EOC as needed.

Administrative Departments (non-academic) shall:

- Shall support the activation of the EOP/EOC accordingly from the onset of notification of an incident.
- Shall retain administration and policy control over their employees and equipment, during and emergency operations. However, personnel and equipment may be utilized to support the mission assignments directed by the Incident Commander or district/college EOC manager.
- Should begin to formulate a plan to provide adequate time for personnel and crew rest while maintaining continuous relief efforts. Initial reaction to a major incident may require extended operations with works crew's operation in shifts.

2.3. INCIDENT LEVEL IDENTIFICATION

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

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. Alamo Colleges Police Department (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 Building Action Teams

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(BAT) 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.

2.4. ACTIVATION OF 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

3. DIRECTION, CONTROL, COORDINATION AND ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

3.1. COLLEGE EMERGENCY DECLARATION AUTHORITY AND PROCESS

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.

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.).

3.2. 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: Dr. Thomas Cleary

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2nd: Dr. Robert Garza

3rd: Dr. Diane Snyder

4th: Dr. Adena Loston

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.

3.3. District ICS Use and Structure

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:

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

Daily Operations Structures vs. 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.

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

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employees familiarity with ICS through regular use in their non-emergency work.

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

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

Incident Command or Unified Command shall:

- Coordinate the actions of fire, police, EMS, and all other responding emergency units to the scene through a Unified Command System.
 - The Alamo College Police Department assumes Incident Command/Unified Command in all active threats, civil disturbances, bomb incidents, and terrorist activity operations (local and state police will coordinate with arriving FBI at a suspected terrorist event).
- Command all field activities and has the authority to direct all on site incident activities within the Alamo College's jurisdiction.
- Establish an ICP and provide an assessment of the situation to the Chancellor or other officials, identify incident management resources required, and direct the on-scene incident management activities from the command post.
- The first trained emergency responder on-scene will assume the role of Incident Commander until a more qualified individual can assume command.

District/College Emergency Operations Center

Upon activation, the district/college EOC becomes the centralized communication and coordination facility for the Alamo Colleges' emergency response. The EOC is the key to successful coordination efforts and responsible for supporting the Incident Commander and consequences management actions. The EOC, if applicable:

- Serves as the central meeting and gathering location for critical management and support personnel, and serves as the incident support operations and resource center.
- Facilitates the flow of communication and coordination between the different operation agencies, different levels of government, and the public.
- Support the Incident Commander by mobilizing and deploying resources as requested.

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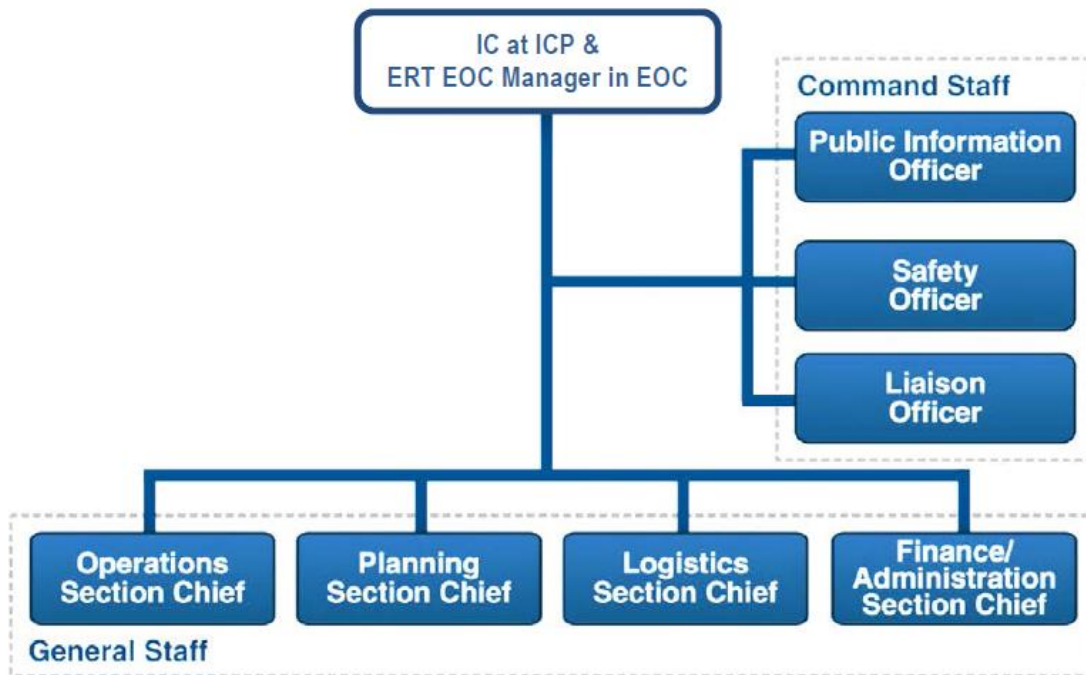
- Assembles accurate information about the incident and provides situational analysis.
- Issues community-wide warnings and alerts.
- Provides public information services and coordinating activities with the on-scene Public Information Officer (PIO) and the Joint Information Center, if established.
- Organizes and implements evacuation.
- Obtains local, state, and federal assistance as needed.

EOC locations include

- The Primary EOC
 - DSO Broadway Room 100
- The Alternate EOC
 - WebEOC Software

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INCIDENT COMMAND SYSTEM ROLES OF TEAMS



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3.4. 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): Annex 2
- Building Action Team (BAT): Annex 3
- Crisis Action Team (CAT):
- Disaster Recovery Team (DRT): Annex 5/6
- Behavioral Response Team (BRT): Annex 8

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.

Behavioral Response Teams

While people and communities are resilient, assisting disaster survivors in understanding their current situation and reactions, mitigating stress, developing coping strategies, providing emotional support, and encouraging linkages with other individuals and agencies that help survivors respond and in their recovery is an integral part of a comprehensive and effective emergency response and community recovery strategy. For full details on Behavioral Health Plan please see Annex 8: Behavioral Health Plan.

3.5. TRAINING AND 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.

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TABLE 3

ALAMO COLLEGES DISTRICT EMERGENCY TEAMS

TEAM	Incident Command System*	Basic Protective Actions for Building Occupants	EOC Operations	Crisis Management Techniques	COOP	First Aid/ CPR/ AED**
Emergency Response Team (ERT)	X		X			X
Building Action Team (BAT)		X				X
Crisis Action Team (CAT)				X	X	
Business Recovery Team (BRT)	X		X	X	X	

** 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.

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3.6. FORMAL AGREEMENTS WITH EXTERNAL ORGANIZATIONS 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.

3.7. EMERGENCY COMMUNICATIONS

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

- 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.
- 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.
- Response teams should ensure batteries for their radios are charged and that their radios are operational on no less than a monthly basis.
- 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.
- 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, Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Americans with Disabilities Act (ADA) laws.
- RAVE notifications shall be used to alert Building Action Teams and key staff per procedure for immediate life-threatening incidents.

Detailed information on the Communication Plan for the Alamo College may be found in Annex A: Warning and Annex B: Communication.

4. PLAN DEVELOPMENT AND MAINTENANCE

4.1. 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

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events from the all-hazards environment.

The 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.

4.2. 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 are 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

4.3. PLAN MAINTENANCE

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

5. TESTING, TRAINING AND EXERCISE

Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises shall be held annually to train response personnel and evaluate the adequacy of the EOP. A full-scale exercise shall be performed at least once every three years. Following HSEEP guidance, and After-Action Report (AAR) as appropriate, for each exercise shall be developed by the Alamo Colleges Enterprise Risk Management department.

5.1. 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, Annexes, 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 FEMA.

Training records will be kept for each person who completed any official training related to the EOP and Annexes. 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 AlamoTalent.

5.2. Drills and Exercise

Drills are small practice sessions of specific elements in emergencies. Testing the emergency lighting, holding Evacuation, Shelter in Place and Lockdown drills, practicing Cardio Pulmonary Resuscitation (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 both training and exercise experiences. Detailed information regarding Training, Drills and Exercises is located in Annex 4 Training, Drills and Exercises.

5.3. After Action Report Review

Post-incident and exercise evaluation results in improvement opportunities. One of the most effective ways of summarizing an incident and capturing lessons learned is the After-Action Review (AAR) process. During an AAR, prior incident/exercise actions are appraised by participants, observers, and evaluators.

Their comments are incorporated into a verbal or written report summarizing strengths and opportunities for improvement, which then may be incorporated.

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

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

The District/College should coordinate with ERM to produce an 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.

6. ADMINISTRATION, FINANCE, AND LOGISTICS

6.1. Agreements and Contracts

Should Alamo College resources prove to be inadequate during an emergency; requests will be made for assistance from local jurisdictions, and other agencies in accordance with existing mutual aid agreements and contracts and those agreements and contracts concluded during the emergency. Such assistance may include equipment, supplies, or personnel, and should follow these guidelines:

- All agreements will be entered into by authorized officials and should be in writing whenever possible
- Agreements and contracts should identify the local officials authorized to request assistance pursuant to those documents

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6.2. 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 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.

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

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

7. AUTHORITIES AND REFERENCES

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 Code of Federal Regulations (CFR)
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- Homeland Security Act of 2002
- Homeland Security Presidential Directive. HSPD-5, Management of Domestic Incidents
- Homeland Security Presidential Directive, HSPD-3, Homeland Security Advisory System
- Homeland Security Presidential Directive, HSPD-8, National Preparedness
- National Incident Management System
- National Response Framework
- National Strategy for Homeland Security

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)

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- 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, Parts I and II, December 15, 2003
- The Texas Homeland Security Strategic Plan, Part III, February 2004

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)

Alamo Colleges District

- Emergency Management Program (EMP) Original: 5/23/2012
- Emergency Operations Plan (EOP)

END OF ALAMO COLLEGES EOP