

ALAMO COLLEGES DISTRICT

DISTRICT EMERGENCY OPERATIONS PLAN
(EOP)

BASIC PLAN

2024



ALAMO
COLLEGES
DISTRICT

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LETTER OF PROMULGATION

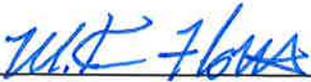
The Alamo Colleges District provides a safe and secure environment for our faculty, staff and students to teach, work and learn. As such, the District has developed a comprehensive Emergency Operations Plan (EOP) with supporting Annexes and attachments. When implemented, this plan will provide timely, 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

7-30-24



ALAMO
COLLEGES



ALAMO
COLLEGES
NORTHEAST LAKEVIEW COLLEGE



ALAMO
COLLEGES
NORTHWEST VISTA COLLEGE



ALAMO
COLLEGES
PALO ALTO COLLEGE



ALAMO
COLLEGES
SAN ANTONIO COLLEGE



ALAMO
COLLEGES
ST. PHILIP'S COLLEGE

PREFACE AND APPROVAL

The Alamo Colleges District Emergency Operations Plan (EOP) is a District-wide plan 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 Associate Vice Chancellor of Talent, Organization & Strategic Innovation for the Chancellor's consideration.

Dr. Mike Flores
Chancellor

In conjunction with our partners:



City of San Antonio



Bexar County



State of Texas

RECORD OF DISTRIBUTION

This plan is available to the Alamo Colleges District through electronic distribution and is published on the ACD Board Policies & Procedures website.

Internal Support Distribution

DEPARTMENT	TITLE	NAME (LAST)	NAME (FIRST)	DATE

RECORD OF CHANGES

DESCRIPTION OF CHANGE	Entered By	Date Entered
New Document	Director ERM	5/2012
Incorporate FEMA requirements	Director ERM	1/2014
Annual Review	Director ERM	5/2015
Annual Review and revision of Base Plan	W. Davis – EMC	5/2016
Annual Review	W. Davis – EMC	5/2017
Annual Review	W. Davis – EMC	5/2018
COVID – Annual Review not conducted		5/2019
Post COVID Annual Review	Director ERM	5/2022
Annual Review and updates per TXSSC template	P. G. Harvey (EMC)	8/2023
Updated Hazard and Risk Assessment	P. G. Harvey (EMC)	2/2024
Update of Charts and graphics	P. G. Harvey (EMC)	4/2024
Update of Charts and graphics	P. G. Harvey (EMC)	4/2024
Annual Review updates to New Acronyms and Definitions	P. G. Harvey (EMC)	7/2024

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ANNEXES TO BASIC PLAN

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Annex B	Communications
Annex C	Shelter and Mass Care
Annex E	Evacuation
Annex I	Public Information
Annex O	Human Services
Annex Q	Hazardous Materials & Oil Spills
Annex D	Radiological Emergency Management
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Annex G	Law Enforcement
Annex H	Health and Human Services
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Annex 5	Continuity of Operations – Support Functions
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Annex 7	Behavioral Health Plan

ABBREVIATIONS

AAR	After Action Report
ACPD	Alamo College Police Department
ADA	Americans with Disabilities Act
AED	Artificial External Defibrillator
BAT	Building Action Team
BRT	Business Recovery Team
CAT	Crisis Action Team
CFR	Code of Federal Regulations
COOP	Continuity of Operations Plan
CPR	Cardiopulmonary Resuscitation
CTTC	Central Texas Technology 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
HSPD	Homeland Security Presidential Directive
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
KERR	Greater Kerrville Alamo Colleges Center
MACC	Multi-Agency Coordinator Center
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NRF	National Response Framework
SAPD	San Antonio Police Department
SOP	Standard Operating Procedure
SWC	Southwest Campus
TDEM	Texas Division of Emergency Management

Annex	Title	Function
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ESF	EMERGENCY SUPPORT FUNCTIONS	<ul style="list-style-type: none"> Aligns the Alamo Colleges District’s EOP Plan to the ESF’s and provides a cross walk between Hazard Specific Annexes to ESF.
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A	WARNING	<ul style="list-style-type: none"> Disseminate warning information and instructions to the campus community through available warning systems. Receive information on emergencies from local, state, or federal government or by local news media. Alert key officials of emergencies. Ensure Clery compliance for timely warning and notification.
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B	CONTINUITY OF OPERATIONS	<ul style="list-style-type: none"> Refer to ACD COOP PLAN (Under Development) Conduct a business process analysis (BPA) to identify the mission essential functions (MEFs) of the College. Maintain functional operations of MEFs identified. Establish a “three-deep” team with delegation of authority for all departments with identified MEFs. Maintain vital records retention. Achieve timely and orderly recovery and reconstitution from an emergency
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C	CONTINUITY OF INSTRUCTION	<ul style="list-style-type: none"> Address the continuation of student learning during a prolonged closure of College properties, disaster, or catastrophic event. Minimize class time loss, clearly communicate expectations, and facilitate continued instruction by alternative means. Achieve timely and orderly recovery and reconstitution from an emergency.
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D	VOLUNTEER AND DONATION COORDINATION	<ul style="list-style-type: none"> Coordinate and assess the situational need for spontaneous volunteers.
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Annex	Title	Function
		<ul style="list-style-type: none"> • Coordinate and maintain list of pre-identified volunteers for exercise, drill, disaster, or emergency events. • Coordinate with external affairs on situational need of goods donations and management of item acceptance control. • Manage monetary donations through the College foundation office.
E	TRAINING, TESTING, AND EXERCISE	<ul style="list-style-type: none"> • Provide guidelines for training of students, faculty, and staff in all-hazards emergency management. • Establish NIMS compliant training requirements for members of, or those who interact with, the emergency operations center. • Establish requirements for drills and exercises to be performed on College property. • Establish requirements and schedules for the testing of the College's emergency notification systems.
F	HAZARD MITIGATION	<ul style="list-style-type: none"> • Review regional hazard analyses provided by local councils of government where available. • Create and maintain College hazard assessment / summary. • Identify beneficial pre-disaster hazard mitigation projects. • In the aftermath of an emergency, review the After-Action Report (AAR) to mitigate in identified areas and coordinate implementation of those actions. • Coordinate and carry out post-disaster hazard mitigation program.
G	LAW ENFORCEMENT	<ul style="list-style-type: none"> • Conductive Law Enforcement Operations on all district campuses.

Annex	Title	Function
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H	HAZARDOUS WEATHER	<ul style="list-style-type: none"> • Provide framework for operations during hazardous weather events. Provide decision support and action guidance for winter weather event impacts.
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T	TRAVEL AND TRANSPORTATION HAZARDS	<ul style="list-style-type: none"> • Identify the hazards from travel and transportation activities. • Provide framework for response and recovery to passenger train, bus, passenger vehicle, and aircraft incidents. • Provide decision support and action guidance for domestic and international travel incidents.
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X	CYBER HAZARD	<ul style="list-style-type: none"> • Identify the cyber incident hazard and define College response. • Provide EOC with situational awareness for decision making during an ongoing or cyber incident of significance.
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ALAMO COLLEGES DISTRICT EMERGENCY OPERATIONS PLAN

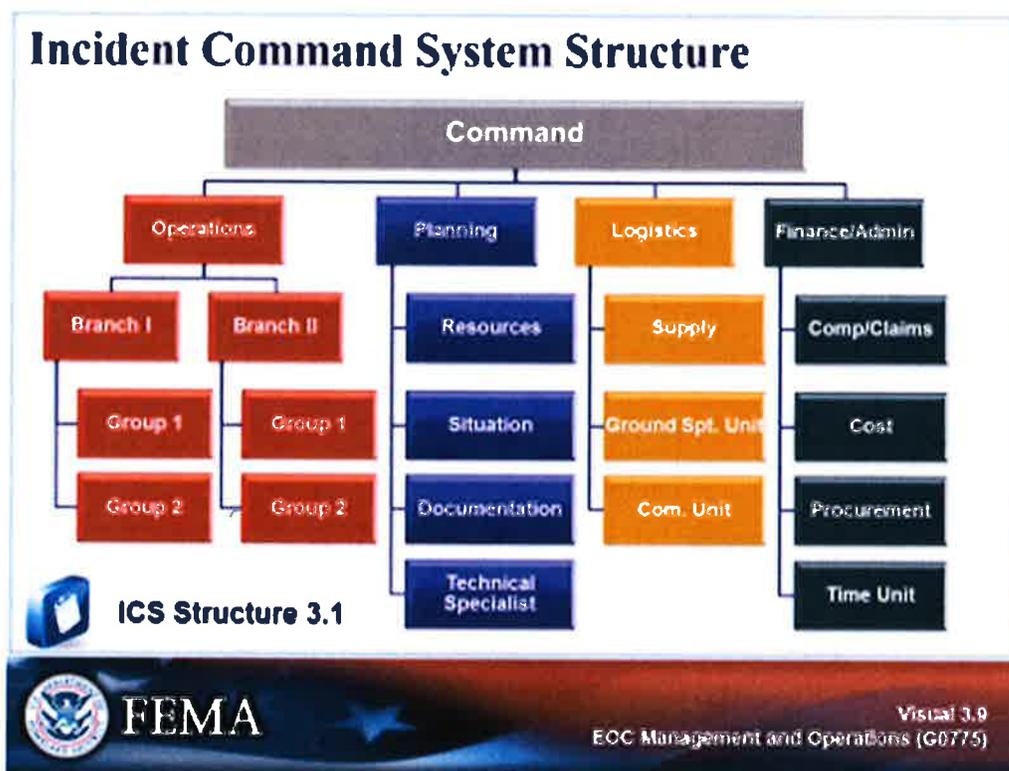
1. PURPOSE, SCOPE, SITUATION, AND ASSUMPTIONS

This plan is based on the *National Incident Management System (NIMS)* and the *Incident Command System (ICS)*, a management structure adopted throughout the U.S. and international communities. It also stems from the *State of Texas' Emergency Planning Guidance* and the *National Response Framework (NRF)*. Accordingly, this plan's approach to emergency management is rooted in a four-phase structure where the phases of **mitigation, preparedness, response, and recovery** each contain a critical procedure for emergencies.

This is the overall plan for the Alamo Colleges but may not address specific needs for all college campuses and departments, but they shall develop any additional emergency procedures as required that are consistent with this plan.

1.1. PURPOSE

This plan fulfills the Texas State Education Code Section 51.217 requirement that an institution of higher education adopt and implement multi-hazard emergency operations plan that addresses **mitigation, preparedness, response, and recovery**. Additionally, this plan fulfills The Alamo Colleges Policy requirement that each institution incorporates the *National Incident Management System (NIMS)* and the *Incident Command System (ICS)*.



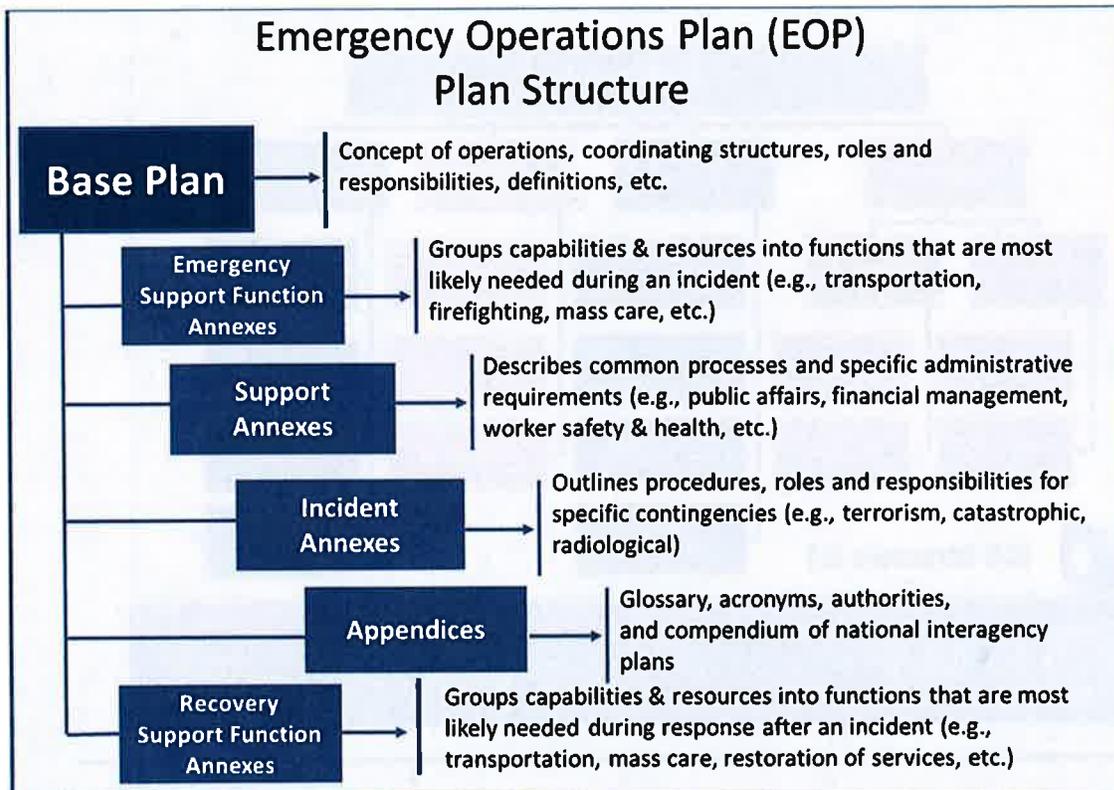
1.2 OVERVIEW

Alamo Colleges District Emergency Operations Plan (EOP) is a framework for a coordinated response to emergencies and disasters (collectively referred to as emergencies throughout this document). This plan provides a temporary incident management structure for all emergency operations, but does not include, nor is a substitute for, specific procedures for safety or hazardous material response.

The temporary incident management structure set forth in this plan is flexible and may expand or contract as the situation warrants. This plan is based on a worse-case scenario and provides for the critical functions and roles of Alamo Colleges during an emergency response. However, its general procedures for the management of information, activities, and operations can be applied during any type of emergency.

The Emergency Operations Plan is an “all-hazards” document and contains concepts, policies, and procedures that apply regardless of the nature or origin of an emergency. This plan, therefore, does not address all unique conditions that may result from a particular hazard or event.

The Emergency Operations Plan is part of a suite of plans that the Alamo Colleges District' maintains. The complete suite of plans addresses all aspects of the emergency management program, while the Emergency Operations Plan focuses on response. Additionally, there are three categories of supplements to the Emergency Operations Plan: Threat and Hazard Response Plans which address specific kinds of emergencies, such as weather and acts of violence; Building Emergency Plans which address specific procedures for each of the campus buildings; and Emergency Support Functions which address departmental responsibilities during emergencies.



1.3 AUTHORITIES

• FEDERAL

- Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 USC § 5121
- Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116
- Emergency Management and Assistance, 44 CFR
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- Homeland Security Act 2002
- Homeland Security Presidential Directive, HSPD-5, Management of Domestic Incidents
- Homeland Security Presidential Directive, HSPD-3, Homeland Security Advisory System
- National Incident Management System
- National Response Framework
- National Strategy for Homeland Security, October 2007
- Nuclear/Radiological Incident Annex of the National Response Plan

• STATE OF TEXAS

- 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)
- Health & Safety Code, Chapter 778 (Emergency Management Assistance Compact)
- Executive Order of the Government Relating to Emergency Management
- Executive Order of the Government 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, 2015-2020
- Texas State Education Code Section 51.217

• 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 Operations Plan (EOP)

1.4 PLAN SCOPE

The measures in this plan will be enacted in response to any circumstance occurring at the Alamo Colleges District that requires greater than day-to-day resources to protect safety, health, property, the environment, and/or critical operations, including:

- **Events:** Planned occurrences that require resources greater than customary day-to-day staffing to ensure the safety and wellbeing 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. Unlike incidents, events can be rescheduled or cancelled.¹
- **Incidents:** An occurrence or event—natural, technological, or human-caused—that requires a response to protect life, property, or the environment (e.g., major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, other occurrences requiring an emergency response).

Generally, there are two categories of incidents:

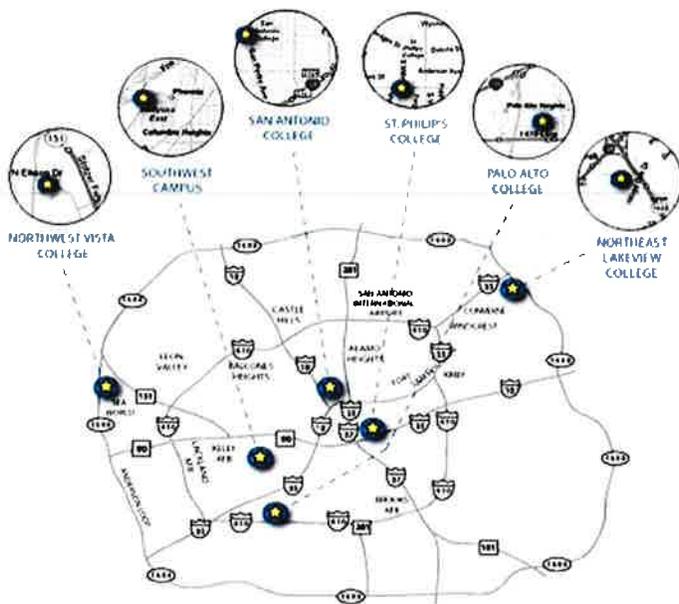
- **Emergencies:** Any incident, whether natural or human-caused, that requires responsive action to protect life or property; and
- **Disasters:** An occurrence of a natural catastrophe, technological accident, or human-caused incident that has resulted in severe property damage, deaths, and/or multiple injuries.

This plan applies to the Alamo Colleges campuses as noted in Section 1.5, below. Should an event or incident impact, or be expected to impact, the ACD campuses or community, the Colleges will implement the measures in this plan. The Alamo Colleges District and Colleges are not responsible for managing emergencies that occur at other University of Texas System universities but may assist in responses or provide resources through existing mutual aid agreements.



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 — 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)

610 S.W. 41st Street
San Antonio, TX 78237

Southside Education and Training Center (SETC)

1760 Martinez Losoya Road
San Antonio, TX 78221

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

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

Randolph Air Force Base (RAFB)

301 B. Street West
Randolph AFB, TX 78150

Floresville Center

1813 Tiger Lane
Floresville, TX 78114

First Responder Academy (FRA)

15775 IH 35 South
Atacosa, TX 78002

1.5.1 Special Populations

Some members of the ACD community may have access or other special needs that must be addressed in emergency planning and response:

- **Community Members with Access and Functional Needs**

Some members of the campus community have access and functional needs, including disabilities or limited English proficiency. Response activities may need to be modified in order to assist members of the campus community with these needs.

One of the supplemental plans to this document addresses youth reunification in the event of an emergency.

1.6 THREAT AND HAZARD ANALYSIS AND MITIGATION

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.

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*

The Alamo Colleges has adopted hazard mitigation goals and objectives for these potential threats that are designed to protect the Alamo Colleges community.

Because the Alamo Colleges are situated within the City of San Antonio while 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:

**TABLE 1
HAZARD-THREAT ANALYSIS FOR THE ALAMO COLLEGES DISTRICT**

NATURAL	TECHNOLOGICAL	HUMAN-CAUSED
ACTS OF NATURE	ACCIDENTS OR SYSTEM AND STRUCTURE FAILURES	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 • HOSTAGE-TAKING/ASSASSINATION • RADIOLOGICAL DISPERSION DEVICE • SABOTAGE/THEFT

Example of the Hazard Threat Analysis Process

Risk management	Hazard exposure management: monitoring and control	Vulnerability factors management: detection and preparedness	Protection measures management: policy, measures and procedures	Response and emergency management: response and emergency plans	Management
Risk=	Hazard	xVulnerability	/Capacity	x Impact	Conceptual formulation
Risk =	Probability of Hazard Event	x Likelihood of impact		x Severity of consequences	Mathematical formulation
Data sources:	Statistics of historical data for exposure analysis and assessment	Description of the factors of vulnerability and coping capacity		Individual risks, social risks, monetary values, etc	Data presentation for analysis and assessment

**TABLE 2
REGIONAL 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	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 ACD 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/SNOWSTORM	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 IT	Occasional	Moderate	Moderate	2
HAZARDOUS MATERIAL RELEASE	Occasional	Moderate	Moderate	2
BUILDING COLLAPSE	Unlikely	Major	Major	3
RADIOLOGICAL MATERIALS	Unlikely	Moderate	Limited	4

TABLE 2 Continued

	LIKELIHOOD OF OCCURRENCE*	ESTIMATED IMPACT ON PUBLIC HEALTH	ESTIMATED IMPACT ON PROPERTY	OVERALL THREAT VALUE
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

The District has adopted hazard mitigation goals and objectives for these potential threats that are designed to protect the college’s community.

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

- Flooding
- Wildfire
- Dam Failure
- Hazardous Materials
- Terrorism
- Pipeline Failure,
- Infectious Disease,
- Cyber Attacks, and
- Technological Disruption.

1.7 SITUATIONS

As described in Section 1.3 Threats and Hazards, above, the District is at risk for a wide variety of emergencies including, but not limited to, severe weather, fires, violence, and medical emergencies. This plan is an “all- hazards” plan and is intended to address any emergency or disaster situation that may arise on campus.

This plan is based on a set of planning assumptions or assumed operational conditions that provide a foundation for establishing protocols and procedures.

Based on the threat and hazard analysis above, severe weather represents the most probable threat to ACD. Therefore, the Alamo Colleges District Emergency Operations Plan is based on the worst-case scenario of a severe weather model. These assumptions are listed below:

- Critical lifeline utilities may be interrupted, including water delivery, electrical power, natural gas, telephone communications, microwave, and repeater- based radio systems, cellular telephones, and information systems.
- Regional and local services may not be available.
- Major roads, overpasses, bridges, and local streets may be damaged.
- Buildings and structures, including homes, may be damaged.
- Damage may cause injuries and displacement of people.
- Normal suppliers may not be able to deliver materials.
- Contact with families and households of the college community may be interrupted.
- People may become stranded, and conditions may be unsafe to travel off campus.
- Emergency conditions that affect campus will likely affect the surrounding community, including the city of San Antonio and Bexar County.
- The District will not receive outside assistance in rapid damage assessment and will need to conduct its own situation analysis and deployment of on-site resources on campus, through the EOC while emergency conditions exist.
- Communication and exchange of information will be one of the highest priority operations for the campus and EOC.

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 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 EOP 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 the 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

The Concept of Operations (CONOPS) section explains in broad terms the intent of the EOP and presents a clear picture of the sequence and scope of the planned emergency response: what should happen, when, and at whose direction. CONOPS section includes.

- Emergency Operations Plan (EOP) goals
- Division of responsibilities
- Sequence of actions – before, during and after an incident
- Requesting resources – who can request, who will fill them, how additional aid will be requested.

The CONOPS will also provide an overview of:

- Direction and control; activities
- Alert and warning activities
- Continuity of operations (COOP) matters.

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 Assistant Vice Chancellor of Talent, Organization & Strategic Innovation (TOSI), the Director of Enterprise Risk Management including the District Emergency Management Coordinator.

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 & Construction
- Information Technology
- Communications
- Finance and Fiscal Services

All of these partners, including external community emergency organizations, work cooperatively to address the cycle of emergency management at the District: **prevention/mitigation, preparedness, response and recovery** within the NIMS framework using the ICS.

The District has the primary responsibility for the management of emergencies or disasters that occur on a campus or impact campus. The District is also responsible for coordinating amongst external agencies that also respond to emergencies or disasters on campuses.

- Preparedness
- Prevention
- Response
- Recovery
- Mitigation



The ACD’s top priorities during an emergency are to:

- Protect the lives, health, and safety of students, faculty, staff, visitors, and emergency responders,
- Protect ACD property and mitigate damage to the District/Colleges,
- Protect the environment of the District/College and its natural resources,
- Protect and restore critical infrastructure and key resources,
- Restore ACD operations,
- Coordinate among appropriate stakeholders, and
- Facilitate the recovery of ACD individuals.

The Emergency Management Coordinator (EMC) is the designated emergency management representative for the ACD and is empowered with the authority to administer the emergency management program through the Office of Enterprise Risk Management. The Director of the Enterprise Risk Management (ERM) is the designated individual empowered with the authority to execute the Emergency Management Program.

The EMC is responsible for all five phases of emergency management (***prevention, mitigation, preparedness, response, and recovery***). Some of the responsibilities of these phases include developing and maintaining the College-level emergency plans, and conducting preparedness activities, including training and exercises is the College Risk Coordinators at each of the colleges within the District.

2.2. KEY AREAS OF EMERGENCY PLANNING AND INCIDENT MANAGEMENT

The District is responsible for conducting emergency management activities before, during, and after an emergency. In general, the District conducts the following emergency management activities:

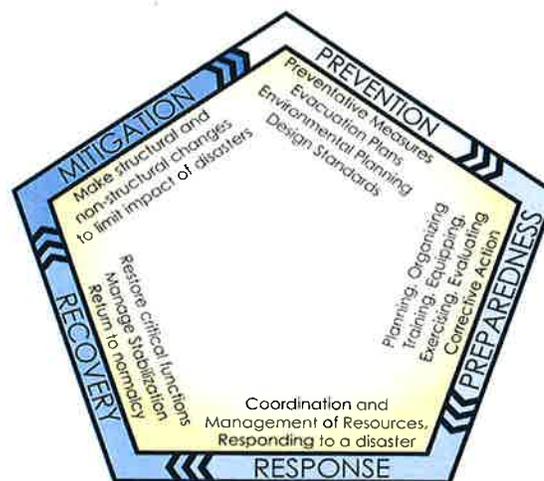
Prevention focuses on preventing human hazards, primarily from potential natural disasters or terrorist (both physical and biological) attacks. Preventive measures are designed to provide more permanent protection from disasters; however, not all disasters can be prevented. The risk of loss of life and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

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Training and exercising plans is the cornerstone of preparedness which focuses on readiness to respond to all-hazards incidents and emergencies.

Response is comprised of the coordination and management of resources (including personnel, equipment, and supplies) utilizing the Incident Command System in an all-hazards approach; and measures taken for life/property/environmental safety. The response phase is a reaction to the occurrence of a catastrophic disaster or emergency.

Recovery consists of those activities that continue beyond the emergency period to restore critical community functions and begin to manage stabilization efforts. The recovery phase begins immediately after the threat to human life has subsided. The goal of the recovery phase is to bring the affected area back to some degree of normalcy.

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters and emergencies. Mitigation involves structural and non-structural measures taken to limit the impact of disasters and emergencies. Structural mitigation actions change the characteristics of buildings or the environment; examples include flood control projects, raising building elevations, and clearing areas around structures. Non-structural mitigation most often entails adopting or changing building codes.



2.3. EMERGENCY RESPONSE ACTIVATION

Emergency responses detailed within this plan will be activated in accordance with needs, available resources, and the declared readiness level.

The plan is activated whenever emergency conditions exist in which normal operations cannot be performed and immediate action is required to:

- Save and protect lives,
- Coordinate communications,

- Prevent damage to the environment, systems, and property,
- Provide essential services,
- Temporarily assign staff to perform emergency work, and/or
- Invoke emergency authorization to procure and allocate resources.

Activation of emergency response will include the establishment of an Incident Command System (ICS). Depending upon the nature of the emergency, certain emergency functions may not be activated or may be activated after the initial response has already begun. The District/College will only activate those functions that are required, although the plan does allow for activation of all functions in the event of a worst-case scenario. The Incident Commander/Unified Command will determine what functions need to be activated. (For activation procedures and more information about emergency functions and organization, see Section 3.4 Support Functions.)

2.4. 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 emergency response.
- 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.

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

- Provide support and resources to the incident commander as requested.
- If the 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 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.

2.5. 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) 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 (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.

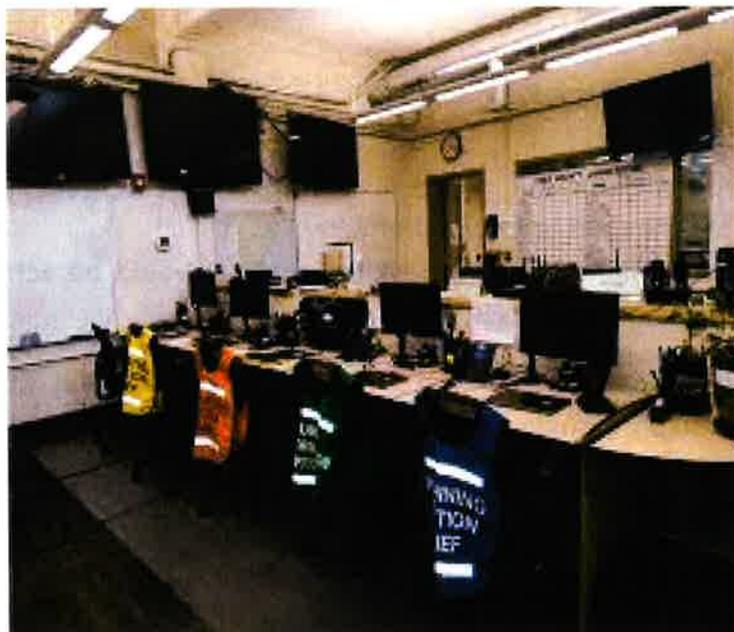
2.6. *ACTIVATION OF DISTRICT ICS OPERATIONS*

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.

2.7. *LEVELS OF READINESS AND ACTIVATION*

The District uses a four-level system to describe different levels of readiness and emergency response activation. This system allows for a “build-up” period during which actions can be taken to establish a state of maximum readiness. The system also helps build a common operating picture so that all responding departments will have the same mindset about the severity and urgency of the situation.

The EOC Director or designee will determine the appropriate readiness level and notify emergency personnel when levels change in response to an incident or planned event.



Level	Definition	Description
IV	Normal Conditions	<p>No significant emergency is present. The District continues to conduct normal business and monitors threats. ACPD and local responders resolve emergencies that might occur in their areas.</p> <p>This is the default level of readiness and activation for the ACD. The District emphasizes prevention and preparedness activities such as hazard mitigation, training, education, and testing and exercises.</p> <p>Typical Events: Daily emergency responses for medical emergencies or fire alarms, weather and threat monitoring and notification, plan testing, training, and exercises.</p>
III	Increased Readiness	<p>A higher-than-normal level of readiness is warranted because of increased vulnerability to a specific hazard.</p> <p>Actions may include developing coordination meetings or conference calls as well as increased threat monitoring.</p> <p>The EOC is typically not activated, although Campus Safety staff may conduct monitoring activities from the EOC.</p> <p>Typical Events: Forecasted inclement weather, natural hazards in the area such as wildfires or flooding, and planned protests or large gatherings.</p>
II	Partial Activation	<p>An emergency has occurred that requires the District and staff to respond. Coordination between Colleges and District departments is required, and some external agencies may also be involved. The District has most if not all the resources required to respond to the event. The EOC is partially activated. The Chancellor is notified.</p> <p>Typical Events: Inclement weather that has affected or is likely to affect University operations, any emergency that is brief in nature and does not require prolonged activation or recovery.</p>
I	Full Activation	<p>An emergency has occurred that requires the District's resources to respond. Required resources generally exceed capacity and require assistance from local or regional partners. Involves multiple Colleges and District departments and outside agencies. Response operations may also be sustained over multiple operational periods and normal operations may be canceled or suspended. The EOC and CCMT are both fully activated.</p> <p>Typical Events: Major acts of violence on campus, natural disaster, or any emergency that requires major coordination amongst departments and/or with outside agencies.</p>

2.8. INCIDENT ORGANIZATION

Two working groups lead the District during an emergency: the Core Crisis Management Team (Including TOSI, Student Success), while working out of the Emergency Operations Center (EOC), and the Incident Command Staff working out of the Emergency Operations Center.

2.8.1. Core Crisis Management Team and Emergency Command Center

The Emergency Response Team (ERT) is responsible for addressing policy issues and provides strategic direction and the authority to respond to the emergency to the Incident Command Staff.

The ERT assembles in the Emergency Operation Center (EOC), located in the ACCESS Dr. Bruce Leslie Boardroom. If this facility is unsafe or otherwise inaccessible, the EOC will relocate to an alternate location.

2.8.2. Unified Command

When an incident occurs, a Unified Command will be established between the Alamo Colleges Police Department, the Senior Leadership Team, or their designees, and the on-scene Incident Commander (IC) and First Responders on scene. Unified Command and the ACD SLT manage the operational response to the emergency and coordinates among responders. Other entities may be incorporated into the Unified Command as needed.

2.8.3. Emergency Operations Center

The Emergency Operations Center is activated whenever emergency conditions exist that exceed the capabilities of normal operations and immediate action is required to save and protect lives, coordinate communications, prevent damage to the environment, systems, and property, provide essential services, temporarily assign ACD staff to perform emergency work, and/or invoke emergency authorization to procure and allocate resources.

Upon activation, incident staff will report to the Emergency Operations Center (EOC). If the primary location is unsafe or otherwise inaccessible, the staff will assemble in an alternate location. The EOC is typically activated via text message using the ACD mass notification system or Alertus.

The EOC brings together decision makers to coordinate the flow of information and the development of response strategies. All organizations involved in responding to the emergency should provide a representative in the EOC. The general responsibilities of the EOC include:

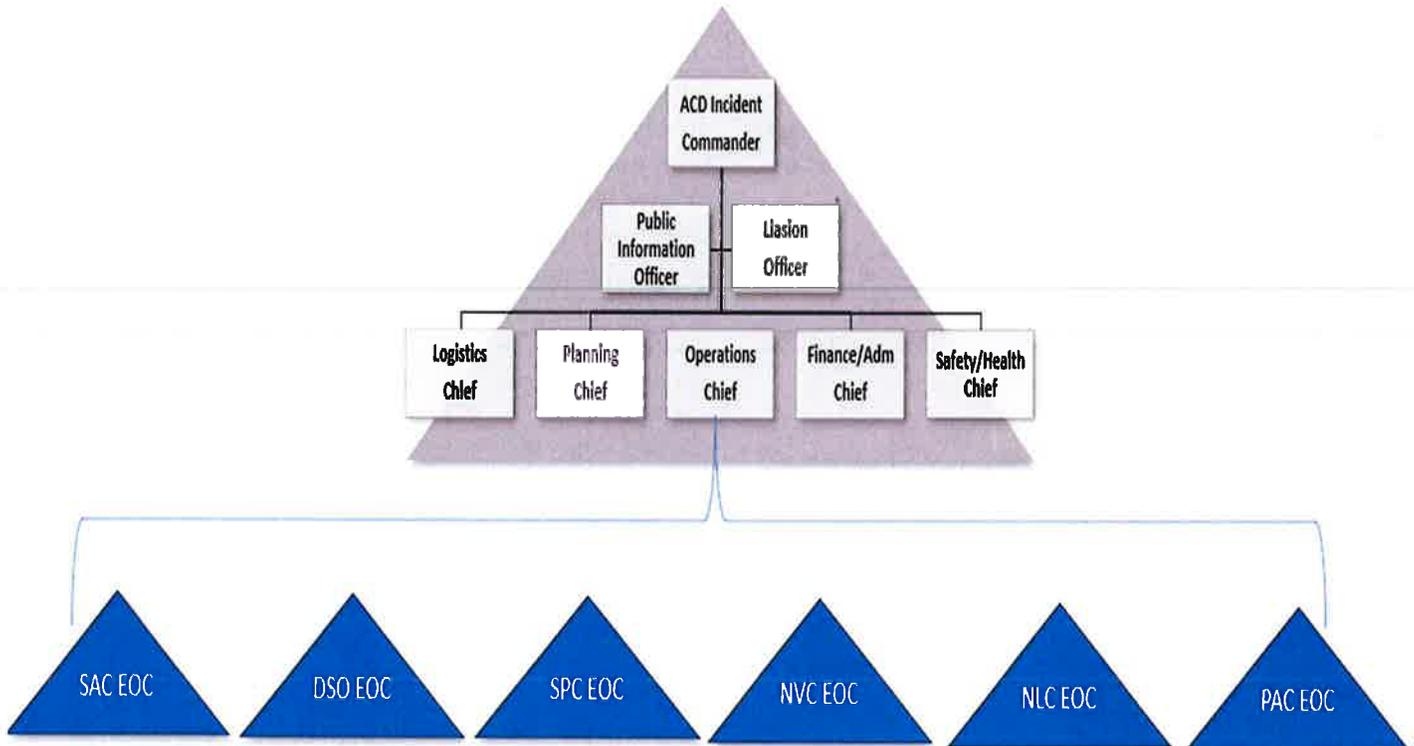
- Assemble accurate information on the emergency situation and current resource data to allow on-scene officials to make informed decisions on courses of action.
- Determine and prioritize required response actions and coordinate their implementation, working with representatives of emergency services.
- Provide resource support for emergency operations.

- Organize and activate large-scale evacuation and mass care operations.

The EOC will also coordinate with San Antonio or Bexar County Joint Area Command as appropriate.

The Emergency Management Coordinator maintains an EOC Guidebook with detailed information regarding EOC procedures including activation, information sharing, and position-specific roles and responsibilities.

ACD Incident Command System



2.8.4. Incident Command Post

Upon the occurrence of an incident, and if appropriate, an Incident Command Post, or multiple posts, will be established in the vicinity of the incident site(s). The Incident Commander/Unified Command, or designee, will be responsible for directing the emergency response and managing the resources at the incident scene.

2.8.5. Command and General Staff

The District fills the following positions within the command and general staff, depending upon the nature of emergency and the readiness level. See the chart listed below for further information.

Position	Primary Staff Title	Emergency Roles and Responsibilities
ACD Incident or Area Commander	Chancellor or Designee	Overall decision maker of any incident that occurs or has direct impact to the Alamo Colleges District
EOC Manager/Coordinator	Emergency Management Coordinator or designee	Responsible for overseeing the Emergency Operations Center.
Public Information Officer	AVC of Communications and Engagement or designee	Advises the Incident Commander on information dissemination and media relations, obtains information from and provides information to the Plans Section, and obtains information from and provides information to the community and media.
Liaison Officer	Chief of Staff or designee	Assists the Incident Commander by serving as a point of contact for agency representatives who are helping to support the operation and provides briefings to and answers questions from supporting agencies.
Safety/Health Chief	Director of Enterprise Risk Management or designee	Advises the Incident Commander on issues regarding incident safety and works with the Operations Section to ensure the safety of field personnel.
Operations Section Chief	ACD Police Chief College Presidents	Responsible for managing all tactical operations at an incident.
Planning Section Chief	AVC for Talant, Organization & Strategic Innovation (TOSI)	Responsible for providing planning services for the incident including collecting situation and resources status information, evaluating it, and processing it for use in the Incident Action Plan.
Logistics Section Chief	VC of Planning & Performance and Information Systems	Provides all incident support needs
Finance/Admin Section Chief	AVC for Finance and Fiscal Affairs	Responsible for managing all financial aspects of an incident.

In addition to the positions noted above, the ACD staffs the appropriate branches within each of the above sections, as dictated by the nature of the emergency. The Emergency Management Coordinator (EMC) maintains records of the default Emergency Operations Center organization, as well as the list of personnel who staff each position.

2.9. INCIDENT ACTION PLANS

Every response to an incident must have an oral or written action plan. The purpose of an Incident Action Plan (IAP) is to provide all incident supervisory personnel with directions and guidelines for their actions. Action plans that include the measurable, tactical operations to be achieved cover a set time frame called an operational period.

The standard operational period that the ACD uses is 12 hours long. Based on the specific needs of the emergency response, the actual operational period may vary. The operational period will be noted in the IAP. The Incident Commander, or designee, will determine the operational period length.

The planning of an operational period must be done far enough in advance to ensure that requested resources are available when the operational period begins.

Large Incidents, which involve a partial or full activation of the ICS organization, should have written incident action plans. Emergencies with multiple operational periods should also have written incident action plans to ensure continuity. The decision to have a written action plan will be made by the Incident Commander.

The essential elements in any written or oral incident action plan are:

- **Statement of Objectives:** A list or outline of objectives that are appropriate to the overall incident.
- **Organization:** A description of what parts of the ICS organization will be in place for each operational period.
- **Assignments to Accomplish the Objectives:** A list or outline of assignments, which are normally prepared for each division or group and include the strategy, tactics, and resources to be used.
- **Supporting Material:** A list or guide to additional documents, which may include, for example, a map of the incident, communications plan, medical plan, traffic plan, etc.

In general, the Planning Section Chief is responsible for the development of written Incident Action Plans. Unless otherwise warranted, the Planning Section will use FEMA ICS Forms to develop the plan. The Emergency Management Coordinator (EMC) will maintain the records of any Incident Action Plans.

The IAP must be made known to all incident supervisory personnel. This can be done through briefings, by distributing a written plan prior to the start of the operational period, or by both methods.

2.10. SUPPORT COMPONENTS

2.10.1.1. Emergency Support Functions

Emergency Support Functions (ESFs) provide the structure for coordinating Federal interagency support for a Federal response to an incident. They are a way to group functions that provide federal support to states and federal-to-federal support, both for Stafford Act declared disasters and emergencies and for non-Stafford Act incidents. The ACD relies on Emergency Support Functions to carry out emergency operations. Most functions are staffed by the ACD, but some, such as #4 Firefighting, rely on outside agencies to act as the primary responding agency. Not all emergency support functions are always activated during an incident. ESFs may or may not be activated or deactivated based on the nature of the emergency and changing response needs.

Additional information on the ACD Emergency Support Functions can be in the ESF ANNEX of this plan. It contains has a primary, secondary, and tertiary representatives. The Emergency Management Coordinator (EMC) maintains the list of these personnel. ESF annexes detailing contact information, responding agencies, roles, responsibilities, and tasks are part of the Support Function Annex to this plan.

2.10.1.2. Other Support Functions

The District also relies on certain non-emergency support functions that support operations. These support functions are different working groups with responsibilities related to safety and security.

Support Function annexes detailing contact information, roles, responsibilities, and tasks are part of the Support Function Annex to this plan. In addition to the support functions, a few working groups made up of personnel from multiple campus departments support the emergency response operations. These groups are listed below, as well as a summary of their membership and function.

- **Emergency Response Team (ERT)**

The Emergency Response Team (ERT) consists of executive-level positions from across campus and serves as the definitive decision-making body for crisis issues on campus. The Core Crisis Management Team convenes to address and provide guidance to a variety of emergency incidents.

- **Building Action Teams (BAT)**

The purpose of the Building Action Teams (BAT) is to provide services to the staff, faculty, and students of our District in times of individual or community-wide crisis or trauma. Members of BAT meet as needed to review critical incidents and to implement coordinated response protocols to a specific crisis or emergency. The BAT is made up of staff volunteers. Depending on the nature of the situation, either the entire group will meet or select members of the team will convene to identify an appropriate response.

2.11. RESOURCE COORDINATION

During emergency operations, department heads will retain administrative and policy control over their employees, supplies, and equipment. The Incident Commander/Unified Command may request and direct the resources of other departments to carry out response operations.

2.11.1.1. Outside Assistance

If resource needs exceed the capacity of the District, the District may request assistance from other higher education systems or districts, other jurisdictions, organized volunteer groups, or the state.

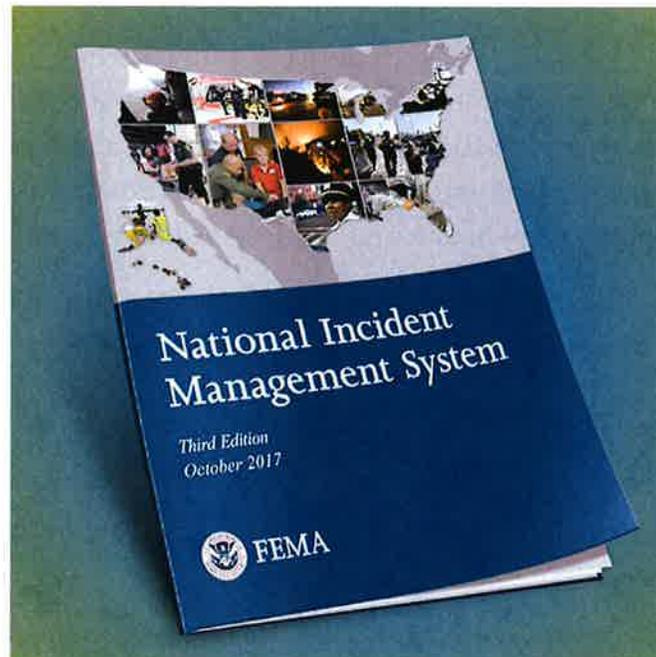
All external assistance furnished is intended to supplement resources and not substitute for such resources, including mutual aid resources, equipment purchases or leases, or resources covered by emergency service contracts. The District must request assistance from the City of San Antonio and Bexar County before requesting state assistance.

- **State and Local Assistance**

Requests for assistance from the City of San Antonio or Bexar County should be made to the SAOEM/Bexar County Joint EOC/ Area Command. The City of San Antonio Office of Homeland Security & Emergency Management Director will forward requests for assistance that cannot be satisfied by resources within the area to the state EOC for action.

- **Federal Assistance**

Federal assistance may also be available. Federal assistance can only be requested if the need exceeds the local and state capacity.



3 DIRECTION, CONTROL, COORDINATION AND ORGANIZATION ASSIGNMENTS OF RESPONSIBILITIES

General

Coordinating response and recovery activities through one central location provides for an efficient response to an emergency. When activated during an emergency, the EOC acts as the base of direction, control, and coordination for emergency management operations in the District.

3.1 INCIDENT COMMANDER AUTHORITY IN LIFE/SAFETY INCIDENTS

The Chief of Police or designee, by virtue of the authority of the Chancellor, will be the Incident Commander and/or Area Commander (with sole authority over the incident) in all life/safety incidents until the life/safety threat has been neutralized and/or the criminal investigation (crime scene) has been completed.

3.2 AUTHORITY TO INITIATE ACTIONS

This EOP serves as a procedural document and references and/or indicates authority related to the following:

- The Alamo Colleges District (ACD) EOP is the official operations source and governs all disasters related to administrative and operational tasks of the District.
- The ACD EOP is authorized by and promulgated under the authority contained by those local, state, and federal statutes listed herein.

3.2.1 EMERGENCY DECLARATION AUTHORITY AND PROCESS

The authority to declare a District emergency rests with the Chancellor, or their designees, in consultation and collaboration with the College Presidents, if conditions allow. An emergency declaration gives the District 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.).

3.2.2 COMMAND RESPONSIBILITY FOR SPECIFIC ACTION

The Chancellor of ACD, under the authority provided by the Board of Trustees, maintains the responsibility for identifying and minimizing the effects of the dangers to the District.

The Chief of Police, the EOC Director, or designee, acts as the chief advisor to the Chancellor during any declared emergency affecting the people and property of ACD until the full activation of the EOC. Local, state, and federal officials will coordinate their operations through the District EOC via EOC Liaison Officer(s) or designated representative.

3.3. 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:

- **Alamo Colleges District Chancellor**
- **Vice Chancellor for Planning, Performance, and Information Systems**
- **President of ACD – Palo Alto College**
- **Vice Chancellor for Finance and Administration**
- **President of ACD – St. Philip’s College**

Each College as part of the Alamo Colleges District 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.

3.4 ***DISTRICT ICS USE AND STRUCTURE***

The Incident Command System or ICS is a standardized, on-scene, all-risk incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

3.4.1 **INCIDENT COMMAND (IC)**

Establishes five functional areas for management of major incidents: command, operations, planning, logistics, and finance/administration. The Incident Commander has overall responsibility for managing the incident. They must be fully briefed and should have a written delegation of authority. Initially, assigning tactical resources and overseeing operations will be under the direct supervision of the Incident Commander.

ICS Use and Its Purpose:

The District and all Colleges have committed to using the ICS as part of compliance with 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 disaster.
- 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 the 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.



3.4.2 UNIFIED COMMAND (UC)

Unified Command is an application of ICS used when there is more than one responding agency with responsibility for the incident. Incidents cross political jurisdictions. Unified Command is a structure that brings together the Incident Commanders of the major organizations involved in the incident to coordinate an effective response, while at the same time allowing each to carry out their own jurisdictional, legal, and functional responsibilities. The Unified Command links the organizations responding to the incident and provides a forum for these entities to make consensual decisions. Under the Unified Command, the various jurisdictions and/or agencies and non-government responders should work together throughout the Incident Command System to create an integrated response team.

In some incidents the Incident Command function is performed by a Unified Command (UC). Unified Command is typically used for incidents involving:

- Multiple jurisdictions
- A single jurisdiction with multiagency involvement
- Multiple jurisdictions with multiagency involvement
- UC allows agencies with different authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
- 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 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.

3.4.3 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. 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.

3.4.4 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.

3.4.3 INCIDENT COMMAND POST (ICP)

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

- Serves as a temporary field location for tactical level on scene incident command and management.
- Is the on-site headquarters for the Incident Commander, Command Staff, and General Staff.
- Serves as a field collection point for tactical intelligence and analysis.
- Conducts all operations using the Incident Command System (ICS).
- Is typically established prior to activation of the 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.

3.5 DISTRICT 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.
- 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.

3.6 DISTRICT EMERGENCY TEAMS

Enterprise Risk Management (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, and Emergency staff 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*

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.

3.6.1 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.

3.6.2 TRAINING AND QUALIFICATIONS

Training is the key to the success of the EOP 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

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 with 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.*

3.7 FORMAL AGREEMENTS WITH EXTERNAL ORGANIZATIONS FOR EMERGENCY SUPPORT

The Chancellor or designee 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.

- 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.

3.8 EMERGENCY COMMUNICATIONS

The District/College must maintain emergency communications policies, equipment, systems, software, and personnel training. Rapid and timely communication of information to the public during emergencies is critical. In addition, accurate and timely communication of information to incident response personnel is required for adequate response to emergency incidents.

This section contains a summary of the communication methods that the District uses in the event of an emergency.

- 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

3.8.1 Emergency Alert/Notifications

The District maintains several communication tools to notify the college community of an emergency. The actual communication methods may vary depending upon the nature of the incident although all of the following tools are available:

- **Text Message Mass Notification System**

This communication platform is used both for mass notification and to notify response personnel. Emergency notifications and instructions are sent via text messages, pagers, phone lines and e-mails. Notifications can also be sent to computer desktops and flat panel monitors. Notifications can be sent to all members of the ACD community or to select groups to activate specific portions of the emergency response plan.

- **Alamo Colleges District - Emergency Line: 210-485-0911**

This phone number goes straight to the ACD Police for an emergency.

- **RAVE**

Alerts will be used to provide the ACD community with information regarding potential threats to the safety and security of the campus community. E-mails will also be used as a way to notify students, faculty, and staff of emergency situations and keep them updated on the situation. The District employs the following types of e-mails:

- Informational: any communication that increases the awareness of campus activities, events, or services (i.e., parking disruptions); ACD employees and students may unsubscribe from receiving informational messages via the group e-mail system
- Operational: communication that requires some action on the recipient's part or a required notification by the District (i.e., a message about benefits eligible information)
- Official: a non-urgent communication from an executive officer (i.e., a message from the ACD Chancellor or College President)
- Urgent: an urgent announcement from an executive officer regarding an imminent event, such as the school closing

- **Fire Panel System/Emergency Communications System (ECS) Interface**

Buildings equipped with addressable fire panel systems incorporate an Emergency Communications Systems Interface designed to provide "real time" instructions and/or information, either remotely or locally. This system can be used in emergencies to make announcements to the entire building regarding evacuation, sheltering, or lockdown procedures.

- **Flat Panel Monitors**

The District/Colleges use several monitors in our public gathering places where emergency announcements may be posted. These screens are owned by the departments that provide them and are dispersed throughout campus.

- [Emergency Web Page and Social Media](#)

Up-to-date information regarding the status is always available on ACD's emergency web page. During and following emergency situations, important information is on this Web page, including information about closure and any ongoing hazards. This Web page also provides links to department-specific information during an emergency (e.g., entertainment venue and program changes, class schedules and emergency operations procedures.).

- [Public Safety Patrol Car Announcements](#)

ACDPD patrol cars are equipped with PA systems, which officers can use to provide instructions to pedestrians during emergencies.

3.8.2 Information Collection, Analysis, Dissemination, and Security

During an emergency or disaster situation requiring activation of the ACD EOC, will coordinate all forms of essential and critical information. Coordination of disaster intelligence may require the following activities:

- Identification of types of information are needed.
- Determination of where information is expected to come from
- Identification of what sections will need and use the information.
- Establishing how the information will be disseminated.

Emergency and disaster information is primarily managed under the Planning Section but may flow into the EOC through any functional branch, Command Staff, or Policy Group representatives. All participants within the EOC, Incident Command structure, and support units shall comply with information handling and security procedures.

3.8.3 Information Handling and Security

Sensitive information (SSI) moves through the emergency and disaster management mechanisms established by the District. The proper handling of this information through these established information security measures is essential to the overall response and recovery processes. Information security is the protection of confidentiality, integrity, and availability of information related to the District.

All participants in these systems, including support teams, must respect internal communications and protect privacy. For the purpose of information handling and security all activities of "the EOC" include the physical EOC, virtual EOC systems, communications between these systems, and the activities of support teams.

3.8.4 Public Records

Most activities of the EOC will eventually be subject to disclosure under open records policies. The purpose of this procedure is to provide guidance to the EOC staff members during emergency operations to assure confidentiality. While the incident is in progress, including the immediate recovery period, the incident record is not complete. Requests for public information go to the College's Public Information Officer responsible for the Texas Public Information Act and Freedom of Information Act inquiries (not the ESF-15 PIO). See Board Policy GCA (Legal) and GAB (Legal) for additional information on public records.

3.8.5 Information Security Statement

Any information marked ***FOR OFFICIAL USE ONLY***, and/or pertaining to criminal investigation, identification of disaster victims, related medical information, related student or employee record information, other protected personally identifiable information, internal planning, draft plans or documents, uncleared bulletins or news releases, the content of in-house briefings, overheard conversations or radio traffic, internal communications within the VEOC, other incident related electronic communications, or unconfirmed speculation will not be released to anyone outside of the District emergency management mechanism, including the public, unless cleared in advance by the EOC Director.

3.8.6 For Official Use Only (FOUO)

Documents or information labeled ***"For Official Use Only"*** are done so by the originator to limit external distribution. Such documents, information or bulletins are not released either in written, oral, or electronic form to the media, the public, or other personnel ***who do not have a valid "need-to-know" without prior approval of the originator.***

3.8.7 Law Enforcement Sensitive (LES)

During the course of operations in the EOC, information that is deemed law enforcement sensitive may be present. This can include identifying information on suspected criminal actors, criminal justice information, or sensitive procedures, sources, and methods. This information should never be shared or released to anyone outside of law enforcement and public safety. When the EOC or any part of emergency management is active in support of law enforcement for an incident involving criminal activity, all related information shall be considered sensitive.

Federal and state Criminal Justice Information System (CJIS) rules require sensitive information classification for persons working near CJIS databases who may have direct or casual contact with

criminal history information. Persons with access to criminal history data in performance of their official duties at the Emergency Operations Center will satisfy the ACD Public Safety & Security information management policy requirements.

3.8.8 Status of Draft or Preliminary Information

Preliminary information, including but not limited to draft strategic planning, Incident Action Plans in the development stage, draft press releases and unreleased Situation Reports, shall be considered **SENSITIVE**.

3.9 Responsibilities of Participants in Emergency Management Mechanisms

Recognize the conditions of these Information Handling and Security procedures when referring to the official business of the District or any involved staff or support teams. Safeguard sensitive information before, during, and after an activation of the Emergency Operations Center. Prevent incidental casual observation or access to sensitive information. Clear the release of possible sensitive information with the EOC Director prior to dissemination outside the EOC. Refrain from repeating rumors or unverified information except where necessary to clarify or refute them.

3.9.1 Communication

Communications requirements in emergency or disaster situations are supported through the protocols and coordination procedures that The ACD executes as part of routine, day- to-day operations. The AVC Department of Communications will develop procedures to activate additional EOC communications support personnel and to expand the EOC communications capability, as required. These procedures will address the provisions for EOC message handling to include record keeping/documentation, distribution/internal message flow, and coordination of incoming/outgoing information.

3.9.2 Public Information

Public information will be managed through the PIO and/or Joint Information Center (JIC), if established. Information will be coordinated to flow through one central point to ensure accuracy, quality, and efficiency in dissemination. The PIO maintains responsibility for all actions and efforts surrounding the following:

- Media management
- Public relations strategy
- Videography and photography
- Public information administration and multi-agency/department coordination

All ACD departments and agencies are an integral part of this plan. These departments and agencies that do not have specific responsibilities outlined in this plan constitute a large reserve of material and staffing resources. At the direction of the Chancellor, Chief of Police, Director of Enterprise Risk Management or Emergency Management Coordinator, these departments may be requested to perform previously unassigned tasks or may be requested to supplement specifically assigned disaster response roles. The Policy Group, in conjunction with the ACD EOC Command Group, establishes priorities and is responsible for providing accurate and timely information to the ACD community, especially in time of emergency

3.9. Emergency Alert/Notification Matrix

The appropriate communications methods will vary based on the nature of the emergency. The matrix below gives guidelines for the use of certain communications methods for four different categories of incidents:

Protocol #1 Incident Advisory - Negligible Threat	Advisory to the campus community of an incident that is being responded to by emergency authorities but not disruptive to the entire campus. Minor Fire Emergency (NO SMOKE), Minor Hazardous Materials Incident, Minor Pedestrian Accident, Minor Bicycle Accident, Minor Auto Accident, Suspicious Odor Investigation, Suspicious Package, Building Systems ITS Phone Emergency (Minor Outage)/Telecom Emergency (Minor Outage), Minor Data/Network Emergency, Minor Utility Emergency (1 - 3 buildings), Evacuation of a Building, Threat to Campus, Study Abroad Incident. This includes incidents of high profile persons or employees of The District.		Who Activates Frequency
	1	Significant Incident Notification - E-Mail Message	ACD Police Chain of Command Once (At incident conclusion)
2	Area of Interest Notification - Social Media	AVC of Communication	Once (Within 30 minutes of incident receipt)
Protocol #2 Timely Warning - Ongoing Threat	Warning to the ACD community of certain crimes and incidents which have already occurred and will aid in the prevention of similar crimes or incidents. Incident on campus that is being responded to by emergency authorities and is disruptive to a part of the campus; Minor Hazardous Material Emergency Minor Fire Emergency, Evacuation of a Building or Public Venue, Utility Emergency (4-10 buildings), <u>Act of Violence, Aggravated Assault, Sexual Assault, Robbery, Stalking, Burglary, Motor Vehicle Theft, Arson, Hate Crimes, Theft, Simple Assault, Intimidation, Vandalism</u>		Who Activates Frequency
1	Significant Incident Notification - E-Mail Message	UT Police Chain of Command	Once (At incident conclusion)
2	Timely Warning - E-Mail	UT Police P.I.O.	Once (At incident conclusion)
3	Area of Interest Notification - Social Media	UT Police P.I.O.	Once (Within 30 minutes of incident receipt)
Protocol #3 Emergency Notification - Immediate Threat	Notification to the campus community of a significant emergency or dangerous situation involving an immediate threat to the health or safety of the campus. Incident on campus that is being responded to by emergency authorities and is a MAJOR DISRUPTION to a District/College campus CREDIBLE THREAT TO CAMPUS Weather Emergency, Ice Condition Emergency, Water/Flood Damage Emergency, Major Fire, Human Injury Medical Emergency, Food Poisoning Medical Emergency Medical Emergency, Hazardous Material Emergency, Campus Evacuation, Utility Emergency (10+ Buildings), Bomb Threat, Riot/Civil Disobedience, ACTIVE SHOOTER SITUATION, Hostage Situation		Who Activates Frequency
1	Emergency Notification - Campus-Wide Text Message *District/College-Wide Text Message also captures the following: Alertus Desktop Pop-Up, Social Media	ACD Police - 911 Communications	Once (Upon incident confirmation)
1 a.	*If necessary, Sirens/ECS Systems ACD Web Site Update	ACD Police - 911 Communications ACD Communications	Once (Upon incident confirmation) Once (Upon incident confirmation)
2	Reverse 911 Emergency information Line- 210-485-0911	Emergency Preparedness Emergency Preparedness	Start and Finish Start & Finish and every 15 Minutes

	3	District/College Email	ACD Communications.	Once (At incident conclusion)												
Protocol #4	Notification to the ACD community of crimes against persons which have occurred in the Area of Interest and will aid in the community's personal safety. Concern to District/Colleges community members; Assaultive offenses (particularly of a sexual nature) which occur in a public place, or which occur in a private space if the suspect is a stranger, and in which the suspect is not in custody. (e.g. Assault by contact "grouping" and suspect is still at large)															
Area of Interest Notification	<table border="1"> <thead> <tr> <th data-bbox="292 231 406 525"></th> <th data-bbox="292 525 406 682">Who Activates</th> <th data-bbox="292 682 406 1060">Frequency</th> </tr> </thead> <tbody> <tr> <td data-bbox="292 525 406 682">1</td> <td data-bbox="292 682 406 1060">ACD Police - 911 Communications</td> <td data-bbox="292 1060 406 1207">Once (within 5 minutes of incident receipt)</td> </tr> <tr> <td data-bbox="292 682 406 787">2</td> <td data-bbox="292 787 406 1060">ACD Communications</td> <td data-bbox="292 1060 406 1207">Once (Within 30 minutes of incident receipt)</td> </tr> <tr> <td data-bbox="292 787 406 892">3</td> <td data-bbox="292 892 406 1060">ACD PD</td> <td data-bbox="292 1060 406 1207">Once (At incident conclusion)</td> </tr> </tbody> </table>					Who Activates	Frequency	1	ACD Police - 911 Communications	Once (within 5 minutes of incident receipt)	2	ACD Communications	Once (Within 30 minutes of incident receipt)	3	ACD PD	Once (At incident conclusion)
	Who Activates	Frequency														
1	ACD Police - 911 Communications	Once (within 5 minutes of incident receipt)														
2	ACD Communications	Once (Within 30 minutes of incident receipt)														
3	ACD PD	Once (At incident conclusion)														

3.9. Communication Plan for Critical Incidents that are Channeled through ACDPD

The chart below depicts the flow of alert notifications and communications during an emergency on District property. It does not reflect decision-making activities, but instead the communication responsibilities of the persons or departments depicted.

4. ADMINISTRATION, FINANCE, AND LOGISTICS

4.1 Agreements and Contracts

Should the District 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
- Any agreements and/or contracts must be entered into by duly authorized officials and, where practicable, formalized in writing prior to performance. Outside a declared emergency by the District all agreements will be reviewed by ACD Legal.
- Should resources prove to be inadequate during emergency operations, requests for assistance may be made to other educational institutions, governmental jurisdictions, volunteer agencies, and the private sector in accordance with existing contracts or negotiated emergency agreements.
- ACD may provide emergency assistance to another local government, whether or not the local governments have previously agreed or contracted to provide that kind of assistance under Board of Trustee Policy and Texas Government Code 791.027(a).

4.2 Record Keeping for Emergency Operations

Each department that participates in an emergency response is responsible for maintaining any records generated during that response pursuant to the ACD policies. Enterprise Risk Management maintains general records that are not specific to any other department, such as Incident Action Plans.

4.3 Records and Reports

The Incident Command Post and the EOC shall maintain accurate activity logs recording key response activities, including:

- Activation or deactivation of emergency facilities.
- Emergency notifications to other local governments and to state and federal agencies.

- Significant changes in the emergency situation.
- Major commitments of resources or requests for additional resources from external sources.
- Issuance of protective action recommendations to the public.
- Evacuations.
- Casualties; and
- Containment or termination of the incident.
- Significant action taken during the emergency.

In order to continue normal operations following an emergency situation, vital records must be protected. These include legal documents, student files, personnel files, and financial records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Each department or agency responsible for the preparation of Standard Operation Procedures (POC) to support this plan will include protection of vital records (hard copies and electronic) in its SOPs. If records are damaged during an emergency situation, the ACD will seek professional assistance to preserve and restore them. Expenditures and obligations of public funds during emergency operations must be recorded by the responsible departments and agencies in accordance with policies and procedures.

The Finance and Administration Section has responsibility for distributing approved forms for this purpose and for collecting and processing them during and after an emergency. Narratives and operational journals of response actions will be kept by all departments and agencies with emergency responsibilities.

4.4 Activity Logs

The ICP, and the EOC will maintain accurate logs recording key response activities, including:

- Activation or deactivation of emergency facilities,
- Emergency notifications to local, state, and Federal entities,
- Significant changes in the emergency,
- Major commitments of resources or requests for additional resources from external sources,
- Issuance of protective action recommendations to the public,
- Evacuations,
- Casualties, and
- Containment or termination of the incident.

4.5 Resource Management

Resource management includes providing or obtaining goods or services, executing logistical or administrative activities for the ACD's emergency response operations, and coordinating the use of the resources to facilitate an effective, efficient, and appropriate result.

ACD resources, as well as mutual aid and donated resources and services, will be managed according to policies and procedures of the Support Section.

4.6 Emergency Purchasing and Acquisition

Emergency purchases, acquisitions, and other procurements may be authorized by the EOC Director in consultation with the VC of Finance and Administration to support and facilitate objectives of ACD emergency operations.

4.6.1 Emergency Costs

Departments will keep track of any incident costs, including the use of personnel, equipment, and supplies during an emergency response.

4.6.2 Public Protection

Public complaints regarding alleged unfair or illegal business practices often occur in the aftermath of a disaster. Such complaints will be referred to the Alamo Colleges District General Counsel

4.7 Post-Incident and Exercise Review

The District Emergency Management Coordinator is responsible for organizing and conducting a critique following the conclusion of a significant emergency event/incident or exercise. The After-Action Report (AAR) will entail both written and verbal input from all appropriate participants. An Improvement Plan will be developed based on the deficiencies identified, and an individual, department, or agency will be assigned responsibility for correcting the deficiency and a due date shall be established for that action.

4.8 Plan Development and Maintenance

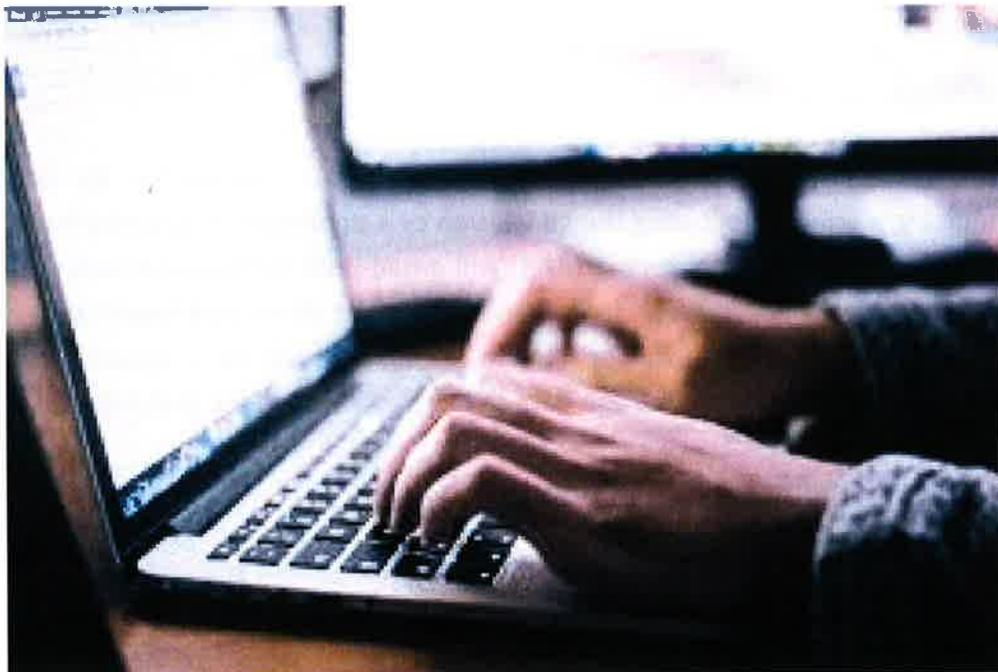
Primary responsibility for coordinating the plan development and maintenance process rests with the Emergency Manager serving as the ACD District Emergency Management

Coordinator (EMC).

4.8.1 Operations Plan Maintenance, Updates, and Revisions

Periodic revisions to this plan will be identified by appropriate signatures and approval dates. The EMC is responsible for performing periodic reviews of plans and standard operating procedures (SOPs) with appropriate agencies and departments. The revision process will include incorporation of necessary changes based upon periodic tests, drills, exercises, or actual events. To comply with the requirements outlined in Texas Education Code 37.108, ACD must review, update (if needed), and certify this plan to be current on an annual basis. Reasons the ACD will update this plan (in its entirety or individual components) may include:

- Changes to hazard consequences or risk areas.
- Changes to the concept of operations for emergency or disaster response.
- Reorganization of supporting departments, agencies, and other stakeholders results in a change in the ACD capability to respond to an emergency or disaster situation.
- Significant deficiencies in this plan or its components revealed by a training exercise or an actual emergency; and
- Changes to College policy, state requirements, or federal planning standards.



5. PLAN DEVELOPMENT AND MAINTENANCE

5.1. 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 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.

5.2. EMERGENCY OPERATIONS PLAN DEVELOPMENT

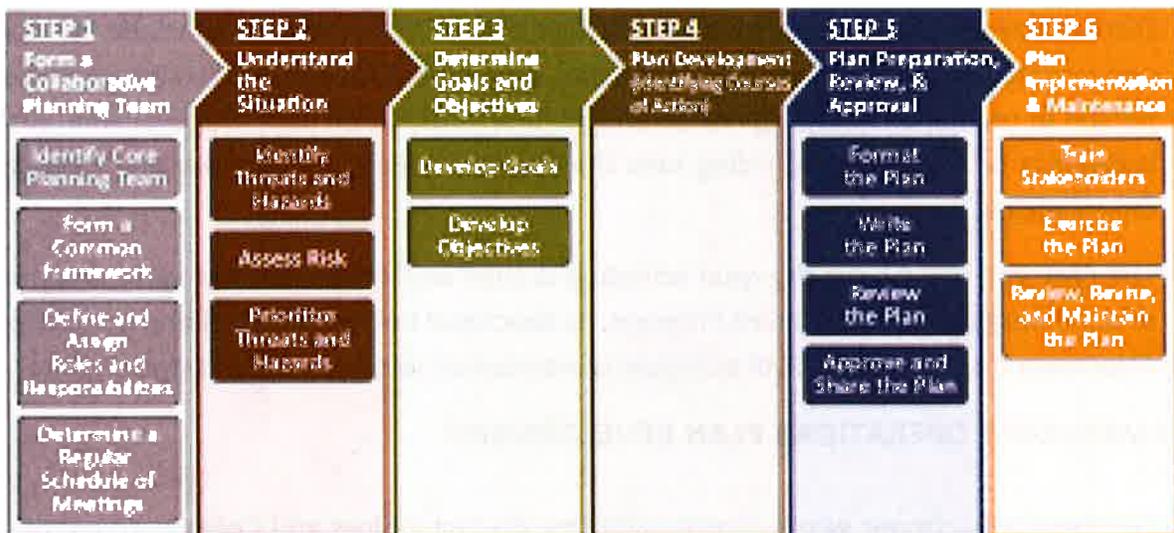
The ERM Department works directly with the District Offices and Colleges to continually update emergency operations. The EMC is responsible for ensuring the regular review and update of the EOPs throughout the District Offices and Colleges.

The EOP is reviewed on an annual basis for thoroughness and compliance. 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.

The Emergency Support Function (ESF) structure, common elements of each of the ESFs, and the basic content contained in each of the ESF Annexes. The following section includes a series of annexes describing the roles and responsibilities of Federal departments and agencies as ESF coordinators, primary agencies, or support agencies.



EMERGENCY SUPPORT FUNCTION (ESF) ANNEXES

ANNEX	TITLE	RESPONSIBLE PARTY
ESF #1	Transportation	Senior Director of Facilities Mgt. & Op
ESF #2	Communications and Technology	Assoc. Dist. Dir. I.T./Network Services
ESF #3	Public Works and Engineering	Senior Director of Facilities Mgt. & Op
ESF #4	Firefighting	Emergency Management Coordinator
ESF #5	Emergency Management	Emergency Management Coordinator
ESF #6	Human Services	Associate Vice Chancellor of TOSI
ESF #7	Support Service	Associate Vice Chancellor of TOSI
ESF #8	Public Health and Medical Services	Emergency Management Coordinator
ESF #9	Search and Rescue	Emergency Management Coordinator
ESF #10	Oil and Hazardous Materials Response	Emergency Management Coordinator
ESF #11	Animals, Agriculture, and Natural Resources	N/A
ESF #12	Energy	Director of Facilities Mgt.
ESF #13	Public Safety and Security	Chief of Police

EMERGENCY SUPPORT FUNCTION (ESF) ANNEXES

ANNEX	TITLE	RESPONSIBLE PARTY
ESF #14	Long-Term Community Recovery	Director of Enterprise Risk Management
ESF #15	Public and Governmental Affairs	AVC of Communications & Engagement

SUPPORT ANNEXES

ANNEX	TITLE	RESPONSIBLE PARTY
A	Warning	Emergency Management Coordinator
B	Continuity of Operations	VC of Academic Success
C	Continuity of Instruction	VC of Student Success
D	Volunteer and Donation Coordination	Emergency Management Coordinator
E	Training, Testing, and Exercise	Emergency Management Coordinator

EMERGENCY SUPPORT FUNCTION (ESF) ANNEXES

ANNEX	TITLE	RESPONSIBLE PARTY
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HAZARD-SPECIFIC ANNEXES

ANNEX	TITLE	RESPONSIBLE PARTY
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H	Hazardous Weather	Emergency Management Coordinator
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T	Travel and Transportation Hazards	Director of Risk Management
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X	Cyber Hazard	VC for Planning, Performance, and Information Systems
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5.3. Plan Updates

The District 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 next full revision will be required in 2027. 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.

6. 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, each exercise shall be developed by the Alamo Colleges Enterprise Risk Management department.

6.1. 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 AlamoLearn.

6.2 Training, Testing, and Exercising

The EMC will assist with required training activities to ensure emergency response capabilities and meet all regulatory requirements. The preparedness and readiness measures of this section conducted by the College are outlined in the Training, Testing, and Exercising support annex, published under a separate cover.

6.2.1 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, 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

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.

6.2.2. 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.

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 the 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.

6.3 Safety and Security Audit

In accordance with Texas Education Code Sections 37.108 and 51.217, this plan is required to have a safety and security audit every three years to verify the EOP and its annexes continue to provide for training, drills, emergency coordination, and implementation of the audit process. The College emergency management coordinator is responsible for the audit and for submitting copies of planning documents for review as necessary. An ACD Security and Audit Committee may be utilized for this process coordinated by the EMC.

7. ADMINISTRATION, FINANCE, AND LOGISTICS

7.1. Agreements and Contracts

Should Alamo College resources prove to be inadequate during an emergency; requests will be made for assistance from The University of Texas System, 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

7.2. 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).

TERMS AND REFERENCES

ACRONYMS	
A	
AAL	Authorized Access List
AAR	After-Action Report
ACL	Access Control List
AMSC	American Satellite Communications
ANG	Air National Guard
ANSI	American National Standards Institute
APE	Assistant Secretary for Planning and Evaluation (HHS)
ARC	American Red Cross
ARES	Amateur Radio Emergency Service
ASAM	Assistant Secretary for Administration & Management (HHS)
ASC	Ambulatory Surgical Center
ASC	Accredited Standards Committee
ASH	Assistant Secretary for Health (HHS)
ASL	Assistant Secretary for Legislation (HHS)
ASPA	Assistant Secretary for Public Affairs (HHS)
ASPE	Assistant Secretary for Planning & Evaluation (HHS)
ASPR	Assistant Secretary for Preparedness & Response (HHS)
ASRT	Assistant Secretary for Resources & Technology (HHS)
ATSDR	Agency for Toxic Substances & Disease Registry (HHS)
B	
BCCP	Business Continuity and Contingency Plan
BI	Background Investigation
BIA	Business Impact Analysis
BLS	Basic Life Support
BOD	Board of Directors
BT	Bioterrorism
BTA	Bioterrorism Act
BTCP	Biological Terrorism Contingency Plan
BUN	Blood Urea Nitrogen
BW	Biological Warfare/Weapons
BWC	Biological Weapons Convention
BWIC	Biological Warning and Incident Characterization
C	
CAH	Critical Access Hospital
CASPER	Certification and Survey Provider Enhanced Reports (CMS)
CAST	Contractor Assessment Security Tool

CBRNE	Chemical, Biological, Radiological, Nuclear, or Explosive
CCP	Crisis Counseling Training and Assistance Program
CCRF	Commissioned Corp Readiness Force (HHS)
C/E	Controller and Evaluator
C/E Handbook	Controller and Evaluator Handbook
CERT	Community Emergency Response Team.
CFR	Code of Federal Regulations
CICG	Critical Infrastructure Coordination Group
CI/KR	Critical Infrastructure and Key Resources
CIO	Chief Information Officer
COG	Continuity of Government (in some locations this also means Council of Governments)
COMSEC	Communications Security
COOP	Continuity of Operations Plan
COSIN	Control Staff Instructions
CPX	Command Post Exercise
CQI	Continuous Quality Improvement
CRI	Cities Readiness Initiative
CSAT	Computer Security Awareness Training
CSEPP	Chemical Stockpile Emergency Preparedness Program
CSID	Centralized Scheduling and Information Desk
CSR	Core Security Requirements
CSSP	Computer Systems Security Plan
CST	Civil Support Team (National Guard)
D	
DFO	Disaster Field Office
DHS	United States Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DMZ	Demilitarized Zone
DoD	United States Department of Defense
DOJ	United States Department of Justice
DS	Office of the Deputy Secretary (HHS)
E	
EAS	Emergency Alert System
EC	Executive Committee
EEG	Exercise Evaluation Guide
EMA	Emergency Management Agency
EMAC	Emergency Management Assistance Compact
EMG	Emergency Management Group
EMS	Emergency Medical Services

EMT	Emergency Medical Technician
EO	Executive Order
EOC	Emergency Operations Center
EOD	Explosive Ordnance Disposal
EOP	Emergency Operating Procedure/ Emergency Operations Plan
EPA	United States Environmental Protection Agency
EPW	Exercise Plan Workshop
ERT	Emergency Response Team
ESF	Emergency Support Function
EVALPLAN	Evaluation Plan
EXPLAN	Exercise Plan
F	
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation (DOJ)
FCO	Federal Coordinating Officer
FE	Functional Exercise
FEMA	Federal Emergency Management Agency (DHS)
FMS	Federal Medical Shelter
FSE	Full-Scale Exercise
FSLT	Federal, State, Local, and Tribal
G	
GAO	General Accounting Office
GIS	Geographic Information System
GISRA	Government Information Security Reform Act
GSA	General Services Administration
GSS	General Support System
G&T	Office of Grants and Training (DHS)
H	
HAZMAT	Hazardous Materials
HIPAA	Health Insurance Portability and Accountability Act
HMO	Health Maintenance Organization
HPP	Hospital Preparedness Program (HHS)
HRSA	Health Resources and Services Administration (HHS)
HSAS	Homeland Security Advisory System
HSEEP	Homeland Security Exercise and Evaluation Program
HSGP	Homeland Security Grant Program
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
HVA	Hazard and Vulnerability Assessment
I	

IC	Incident Command
ICS	Incident Command System
IDS	Intrusion Detection System
IED	Improvised Explosive Device
IGA	Office of Intergovernmental Affairs
INFOSEC	Information Security
INS	Incident of National Significance
IP	Improvement Plan
IPC	Initial Planning Conference
IRCT (A)	Incident Response Coordination Team (A = Advance)
IS	Information System
ISA	Information Sensitivity Assessment
ISP	Immediate Services Program (FEMA)
ISSO	Information Systems Security Officer
ISSP	Information Systems Security Plan
IT	Information Technology
J	
JFO	Joint Field Office
JIC	Joint Information Center
JOC	Joint Operations Center
L	
LAN	Local Area Network
LEPC	Local Emergency Preparedness/Planning Council
LLIS	Lessons Learned Information Sharing
M	

MA	Mission Assignment
MAA	Mutual Aid Agreement
MACC	Multi-Agency Coordination Center
MBI	Minimum Background Investigation
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPC	Mid-Term Planning Conference
MSDS	Material Safety Data Sheet
MSEL	Master Scenario Events List
MTL	Master Task List
N	
NARA	National Archives and Records Administration
NASA	National Aeronautical and Space Administration
NCC	Network Coordinating Council
NCP	National Contingency Plan
NDMS	National Disaster Medical System
NEHC	Neighborhood Emergency Help Center
NEP	National Exercise Program
NEXS	National Exercise Schedule System (DHS)
NFPA	National Fire Protection Association
NFS	Network File System
NGO	Non-Governmental Organization
O	
OCR	Office for Civil Rights (HHS)
OCSQ	Office of Clinical Standards and Quality (CMS)
ODP	Office for Domestic Preparedness
OFRD	Office of Force Readiness and Deployment
OGC	Office of the General Counsel (CMS)
OIG	Office of the Inspector General (HHS)
OIS	Office of Information Services
OMB	Office of Management and Budget
OMHA	Office of Medicare Hearings & Appeals (HHS)
OpDiv	Operating Division
OPM	Office of Personnel Management
OPTN	Organ Procurement and Transplantation Network
OSG	Office of the Surgeon General (HHS)
P	
P&D	Prevention and Deterrence
P&P	Policies and Procedures

PDD	Presidential Decision Directive
PEP	Pre-positioned Equipment Program
PHE	Public Health Emergency
PHLIS	Public Health Laboratory Information System
PHS	Public Health Services
PIN	Personal Identification Number
PIP	Performance Improvement Plan
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSGH	Policy Standards and Guidelines Handbook (CMS)
PSO	Physical Security Officer
Q	
QA	Quality Assurance
QI	Quality Improvement
QIP	Quality Improvement Project
R	
RA	Risk Assessment
RAT	Rapid Assistance Team
REC	Regional Emergency Management Coordinators (HHS)
REPP	Radiological Emergency Preparedness Program
RFI	Radio Frequency Interference
RFP	Requests for Proposals
RHA	Regional Health Administrator
RRCC	Regional Response Coordination Center (HHS)
S	
SAP	State Assistance Plan
SBU	Sensitive But Unclassified
SCO	State Coordinating Officer
SHC	State Health Coordinator (HHS)
SHO	Senior Health Official (HHS)
SHSEEP	State Homeland Security Exercise and Evaluation Program (DHS)
SIMCELL	Simulation Cell
SIMS	Standard Information Management System
SITMAN	Situation Manual
SITREP	Situation Report
SME	Subject Matter Expert
SMO	Senior Management Official (CDC)
SNS	Strategic National Stockpile
SOC	Secretary's Operations Center
SOR	System of Records

SOE	Senior Officials Exercise
SOM	State Operations Manual (CMS)
SOP	Standard Operating Procedure
SOW	Statement of Work
S	
SSC	Systems Security Coordinator
SSG	Security and Standards Group
SSI	Security/Suitability Investigation
SSN	Social Security Number
SSO	Systems Security Officer
SSP	System Security Plan
SWAT	Special Weapons And Tactics
T	
TCL	Target Capabilities List
TOPOFF	Top Officials National Exercise Series
TSA	Transportation Security Administration (DHS)
TTX	Tabletop Exercise
U	
UA	Universal Adversary
UASI	Urban Areas Security Initiative
UAWG	Urban Area Working Group
UC	Unified Command
UCS	Unified Command System
U.S.C	United States Code
UTL	Universal Task List
V	
VA	Department of Veteran's Affairs
VHA	Veterans Health Administration
VOAD	Volunteer Organizations Active in Disasters
VPN	Virtual Private Network
W	
WHO	World Health Organization
WMD	Weapon of Mass Destruction
WSR	Weather Surveillance Radar

GLOSSARY

A	
Actor	Volunteer victims who simulate specific roles, including injuries from a disaster, to add realism to an exercise.
Actor Briefing	Briefing generally conducted the morning of the exercise, prior to the victim actors taking their positions on the exercise field. The victim actor coordinator should lead this briefing and include the following information: exercise overview, safety, what to do in the event of an actual emergency, symptomology, acting instructions, and schedule. Identification badges and symptomology cards should be distributed before or during this briefing. If moulage is to be applied to actors, it should be completed before the briefing.
Advanced Life Support Ambulance (ALS)	An ambulance service capable of delivering advanced skills performed by an EMS practitioner, e.g. intravenous fluids and drug administration.
After Action Conference	A post-exercise forum in which key personnel and the exercise planning team are presented with findings and recommendations from the After-Action Report (AAR) and an Improvement Plan is developed.
After Action Report (AAR)	The final exercise document, produced by the exercise planning team and/or the evaluation team, describes what happened, noting any exemplary practices, identifying issues to be addressed, and providing recommendations for improvements. The AAR should be submitted to participant and/or federal officials.
Agency	An administrative division of government.
All-Hazard	Covering all possible hazards whether natural, accidental negligent or intentional.
All-Hazards Preparedness	Preparedness for domestic terrorist attacks, major disasters and other emergencies.

A (Cont.)	
Antibiotic	A substance produced by bacteria or fungi that destroys or prevents the growth of other bacteria and fungi.
Antibody	A protein produced by the body's immune system in response to a foreign substance (antigen). Our bodies fight off an infection by producing antibodies. An antibody reacts specifically with the antigen that triggered its formation and its function is to inactivate the antigen.
Antigen	Any foreign substance, usually a protein that stimulates the body's immune system to produce antibodies. (The name antigen reflects its role in stimulating an immune response - antibody generating.)
Antiviral	Drug that is used to prevent or cure a disease caused by a virus, by interfering with the ability of the virus to multiply in number or spread from cell to cell.
Assembly Area	<p>The gathering place for deployable resources prior to the start of many operations-based exercises. All response units are dispatched from this area, thus all personnel, organizations, and resources playing and responding to the primary incident site (where the triggering event takes place) should report to the assembly area.</p> <p>(Note: Participants playing at offsite locations (e.g., hospitals, Emergency Operations Centers [EOCs]) should report to the areas designated by their respective organizations or controllers.)</p>
Assembly Area Controller	Responsible for the logistical organization of the assembly area, including placement locations for units and coordination of exiting patterns for dispatched units.
Asymptomatic	Presenting no symptoms of disease.

B	
Best Practices	Peer-validated techniques, procedures, and solutions solidly grounded in actual experience in operations, training, and exercises. (Note: Exercise After Action Reports (AARs) should identify lessons and highlight exemplary practices. Many of these can be found on www.llis.gov , the Department of Homeland Security's lessons learned/best practices portal.)
Biological Attack	The deliberate release of germs or other biological substances that can cause sickness.
Biological Incident	A natural, accidental, negligent or deliberate exposure involving biological agents.
Bioterrorism	The use of a biological agent in a terrorist incident; the intentional use of microorganism or toxins derived from living organisms to produce death or disease in humans, animals, or plants.
Building Block Approach	A planned exercise cycle of increasing complexity, with each exercise designed to build upon the next, in terms of scale and experience.
C	
Capability	The means to accomplish one or more tasks under specific conditions and to specific performance standards. A capability may be delivered with any combination of properly planned, organized, equipped, trained, and exercised personnel that achieve the intended outcome.
Carrier	A person or animal that harbors a specific infectious agent without discernible clinical disease and serves as a potential source of infection. The carrier state may be of short or long duration (temporary or transient carrier or chronic carrier).
Centers for Disease Control and Prevention (CDC)	The U.S. government agency at the forefront of public health efforts to prevent and control infectious and chronic diseases, injuries, workplace hazards, disabilities, and environmental health threats. CDC is one of 13 major operating components of the Department of Health and Human Services.

C (Cont.)	
<i>Chemical Agent</i>	A chemical substance that produces incapacitation, serious injury or death.
<i>Chemical Attack</i>	The deliberate release of a toxic gas, liquid, or solid that can poison people and the environment.
<i>Chemical Incident</i>	An accidental or deliberate exposure involving chemical agents.
<i>Chemical Terrorism</i>	The use of a chemical agent in a terrorist incident to intentionally inflict harm upon others.
<i>Communicable Disease</i>	An illness due to a specific infectious agent or to toxic products that arises through transmission of that agent or its products from an infected person or animal to a susceptible host. (Contrast with infectious disease).
<i>Concept and Objectives Meeting (C&O Meeting)</i>	Initial exercise planning meeting used to identify, or agree upon an already identified, the type, scope, objectives, and purpose of the exercise. Typically attended by the sponsoring agency, lead exercise planner, and senior officials.
<i>Contingency Plan</i>	Targets a specific issue or event that arises during the course of disaster operations and presents alternative actions to respond to the situation.
<i>Continuity of Operations Plan (COOP)</i>	An effective COOP includes the activities of individual departments and agencies, and their sub compartments to ensure that their essential functions are performed. COOP activities include: <ul style="list-style-type: none"> • Plans and procedures to ensure that essential functions are performed, • Tests, training and exercises essential for ensuring a viable COOP capability.

C (Cont.)	
<i>Controller and Evaluator Briefing</i>	A pre-exercise overview given to controllers and evaluators, generally conducted the day before an operations-based exercise. Generally, 1-2 hours, the briefing covers the exercise purpose, scenario, location, schedule of events, control concept, controller and evaluator responsibilities.
<i>Controller and Evaluator Debrief</i>	A forum, conducted by the planning team and/or the evaluation team, for functional area controllers and evaluators to review and provide feedback on the exercise. Through facilitated discussion controllers and evaluators discuss the strengths and weaknesses of the functional area they observed. During the debrief, controllers and evaluators should complete and submit their Exercise Evaluation Guides (EEGs) and feedback forms, the results of which will be captured for inclusion in the After Action Report (AAR).
<i>Controller and Evaluator Handbook (C/E Handbook)</i>	<p>An exercise overview and instructional manual for controllers and evaluators. The C/E Handbook supplements the Exercise Plan (EXPLAN), an overview given to players, contains more detailed information about the scenario, and describes controllers' and evaluators' roles and responsibilities.</p> <p>Because the C/E Handbook contains information on the scenario and exercise administration, it should be distributed only to those individuals specifically designated as controllers or evaluators. Larger, more complex exercises may use Control Staff Instructions (COSIN) and an Evaluation Plan (EVALPLAN) in place of, or to supplement, the C/E Handbook.</p>
<i>Controllers</i>	<p>Planners and managers of operations-based exercise play who set up and operate the exercise incident site, and possibly take the roles of response individuals and agencies not actually participating in the exercise.</p> <p>Controllers give key data to players and may prompt or initiate certain player actions (as listed in the Master</p>

C (Cont.)	
	<p>Scenario Events List (MSEL) to ensure that objectives are met and the exercise maintains continuity. Controllers are the only participants who should provide information or direction to players.</p> <p>All controllers should be accountable to one senior controller. (Note: If conducting an exercise requires more controllers or evaluators than are available, a controller may serve as an evaluator; however, this typically is discouraged.)</p>
Counterterrorism	The full range of activities directed against terrorism, including preventive, deterrent, response and crisis management efforts.
Critical Infrastructure Protection	Actions taken to reduce the likelihood of attack on assets or systems and limit the impact should an attack occur reducing the vulnerability of critical infrastructure/key resources (CI/KR) in order to deter, mitigate, or neutralize terrorist attacks. Critical infrastructure protection includes the activities that identify CI/KR, assess vulnerabilities, prioritize CI/KR, and develop protective programs and measures, because these activities ultimately lead to the implementation of protective strategies to reduce vulnerability.
Counterterrorism	The full range of activities directed against terrorism, including preventive, deterrent, response and crisis management efforts.
D	
Debrief	<p>A forum for planners, facilitators, controllers, and evaluators to review and provide feedback on the exercise. It should be a facilitated discussion that allows each person an opportunity to provide an overview of the functional area they observed and document both strengths and areas for improvement. The debrief should be facilitated by the Lead Exercise Planner or the Exercise Director; results should be captured for inclusion in the After Action Report (AAR).</p> <p>(Note: Other sessions, such as a separate debrief for</p>

	hospitals (during an operations-based exercise),
D (Cont.)	
<i>Decontamination</i>	The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing chemical, biological, or radiological material.
<i>Design and Development Stage</i>	A stage in the exercise process, proceeding Foundation and preceding Conduct. The design and development stage focuses on identifying objectives, designing the scenario, creating documentation, coordinating logistics, planning exercise conduct, and selecting an evaluation and improvement methodology.
<i>Direct Exercise Support</i>	Requested monies provided to States and local jurisdictions by the Department of Homeland Security (DHS) for exercise planning and conduct under the Homeland Security Exercise and Evaluation Program (HSEEP).
<i>Dirty Bomb</i>	The use of common explosives to spread radioactive materials over a targeted area. Also known as a radiation attack, a “dirty bomb” is not a nuclear blast, but rather an explosion with localized radioactive contamination.

Disaster, major (Federal)

“Major disaster” means any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought) or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under this [Stafford] Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. (From: Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 106-390, October 30, 2000, Sec. 102).

D (Cont.)	
Discussion-Based Exercises	<p>Exercises are normally used as a starting point in the building block approach to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games.</p> <p>These types of exercises typically highlight existing plans, policies, mutual aid agreements, and procedures. Thus, they are exceptional tools for familiarizing agencies and personnel with current or expected jurisdictional capabilities.</p> <p>Discussion-based exercises typically focus on strategic, policy-oriented issues, and operations-based exercises tend to focus more on tactical response-related issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.</p>
Drills	<p>Small-scale, internally conducted, activities aimed at providing a more “hands-on” teaching environment to familiarize staff with actual procedures necessary for emergency operations. They may be stopped and restarted in order to clarify a point, provide instruction, allow for observations from the evaluator and evaluate, or to permit the evaluate a second chance to perform a procedure or activity.</p>
E	
Emergency (Federal)	<p>Any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States (From: Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended by Public Law 106-390, October 30, 2000, Sec. 102).</p>

E (Cont.)

Emergency Management

A systematic program of activities that governments and their partners undertake before, during, and after a disaster to save lives, prevent injury, and to protect property and the natural environment

Emergency Operations Center (EOC)

The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place.

Emergency Management Coordinator (EMC)

Performs highly advanced (senior-level) emergency management or public safety program coordination work. Works under minimal supervision, with extensive latitude for the use of initiative and independent judgment. Employees at this level may independently perform the most complex emergency management or public safety program coordination work and may:

- Direct and/or plan, develop, and evaluate emergency management, public safety, or homeland security programs.
- Direct and/or develop performance reports and implement changes.
- Direct technical assistance for warnings, alerts, and communications systems and emergency operations.
- Direct responses to requests for emergency assistance and resources.
- Oversee service delivery system methods, outputs, and activities to identify gaps in resources and implement improvements.
- Oversee and/or provide presentations and training to community and professional groups to facilitate interest in emergency management programs.
- Evaluate incident information, threat warnings, homeland security reports, weather information, bulletins, and other communications.
- Evaluate surveys or reviews to determine compliance with requirements, laws, regulations, policies, and procedures related to emergency management and public safety.
- Evaluate incident trends and findings related to

	emergency management and public safety projects under development.
E (Cont.)	
Emergency Operations Plan (EOP)	Plan each jurisdiction has and maintains for responding to a wide variety of potential emergency incidents.
Emergency Preparedness	See Preparedness.
Epidemic	The occurrence in a community or region of cases of an illness (or outbreak) with a frequency clearly in excess of normal expectancy.
Evaluation	Process, conducted by the planning and/or evaluation team, captures an exercise participant's strengths and opportunities for improvement. Under the Homeland Security Exercise and Evaluation Program (HSEEP),
Evaluator	Part of the exercise team selected to evaluate and comment on the actions/decisions of players during an exercise. Evaluators use Exercise Evaluation Guides (EEGs) to measure and assess performance, capture unresolved issues, and analyze exercise results. They also participate in post exercise meetings and critiques. Evaluators are typically chosen based on their expertise in the functional areas they will review. They have a passive role in the exercise and only note the actions/decisions of players without interfering with exercise flow.

Exercise

An instrument to train for, assess, practice, and improve performance in prevention, protection, vulnerability reduction, response, and recovery capabilities in a risk-free environment. Exercises can be used for: testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement.

(Note: Exercises are also an excellent way to demonstrate community resolve to prepare for disastrous events.)

E (Cont.)

<p>Exercise Evaluation Guides (EEGs)</p>	<p>Structured evaluation measures of participant conduct, which identify critical tasks to be completed in an exercise. Developed under the Homeland Security Evaluation Program (HSEEP) to enable consistency across evaluations, EEGs provide evaluators with information on what they should expect to see, space to record observations, and questions to address after the exercise as a first step in the analysis process.</p>
<p>Exercise Plan (EXPLAN)</p>	<p>A synopsis document for operations-based exercises, created by the planning team for use by players and observers. In addition to detailing exercise objectives and scope, the EXPLAN identifies tasks and responsibilities for successful exercise execution. It should not contain detailed scenario information, such as the hazard to be employed.</p>
<p>Exercise Plan Workshop (EPW)</p>	<p>Forum for State and local leadership to review and update their Multi-year Exercise Plan and schedule.</p> <p>(Note: States receiving Department of Homeland Security (DHS) grant funds must conduct an annual EPW to review program accomplishments to date, and modify their multi-year exercise plan and schedule, accordingly.)</p>
<p>Exercise Planning Team</p>	<p>Parties responsible for designing, developing, conducting, and evaluating all aspects of an exercise (often members of major participating organizations). The planning team determines exercise design objectives, tailors the scenario to jurisdictional needs, and develops documents used in exercise evaluation, control, and simulation.</p> <p>Planning team members also help with developing and distributing pre-exercise materials and conducting exercise briefings and training sessions.</p> <p>(Note: Due to this high level of involvement, planning team members are ideal selections for controller and evaluator positions during the exercise)</p>

E (Cont.)	
Exercise Planning Timeline	<p>A key document, produced by the planning team, which identifies key planning meeting dates, milestones, and critical tasks.</p> <p>(Note: Changes in the timeline should be approved by the Lead Exercise Planner.)</p>
Exercise Play Rules	Parameters exercise participants will follow, describing appropriate exercise behavior, particularly in the case of real emergencies.
Exercise Project Management Tool	A web-based project management tool and comprehensive tutorial for the design, development, conduct and evaluation of exercises. The exercise project management tool is the backbone of a larger suite of tools, called the HSEEP Toolkit, which includes document builders for Master Scenario Events Lists and After-Action Reports, as well as an Improvement Plan tracking tool.
Exercise Series	Multiple exercises designed in sequence using the building block approach, aimed at achieving a greater capability (e.g., a seminar which leads to a tabletop, which leads to a functional (command post)).
Expected Action Events	Activities exercise controllers expect participants to engage in as a result of the scenario and/or scenario injects e.g., during a full-scale exercise involving a chemical agent, the establishment of decontamination is an expected action.
F	
Facilitated Discussion	Group discussions arranged by functional area expertise, directed by a subject matter expert from said functional area. This facilitator is responsible for keeping the discussion on track with exercise objectives and making sure all issues (driven by exercise objectives) are explored.
Facilitator	Part of the exercise management team responsible for guiding participant play. During discussion-based exercises, the facilitator is responsible for keeping participant discussions on track with the exercise design objectives, making sure all issues and objectives are explored as thoroughly as possible

F (Cont.)

FAO	Food and Agriculture Organization of the United Nations leads international efforts to defeat hunger. FAO serves both developed and developing countries and acts as a neutral forum where all nations meet as equals to negotiate agreements and debate policy.
Final Planning Conference (FPC)	The final forum for the exercise planning team to review process and procedures for conducting their exercise, final drafts of all exercise materials, and all logistical requirements. There should be no major changes made to either the design or the scope of the exercise or to any supporting documentation at this time.
First Responder	Individuals who, in the early stages of an incident, are responsible for the protection and preservation of life, property, evidence, and the environment. First responders include emergency response providers, as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) that provide immediate support services during prevention, response, and recovery operations.
Food and Drug Administration (FDA)	The government agency responsible for protecting the public health by assuring the safety, efficacy, and security of human and veterinary drugs, biological products, medical devices, our nation's food supply, cosmetics, and products that emit radiation. FDA is one of 13 major operating components of the Department of Health and Human Services.
Full-Scale Exercise (FSE)	A high-stress multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response, as if a real incident had occurred. An FSE is typically used to: assess plans and procedures under crisis conditions; and assess coordinated response under crisis conditions. Characteristics of a FSE include mobilization of units, personnel, and equipment, stressful, realistic environment, and scripted exercise scenarios.

F. (Cont.)	
Functional Exercise (Command Post, CPX, FE)	<p>A single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. An FE is typically used to: evaluate management of Emergency Operations Centers, command posts, and headquarters; and assess adequacy of response plans and resources. Characteristics of a functional exercise include simulated deployment of resources and personnel, rapid problem solving and highly stressful environment.</p>
H	
Hazard/Threat	<p>Realistic scenario element(s), either posing or causing harm, intended to drive exercise play towards the fulfillment of objectives. For example, if the exercise objectives include validating public health or surveillance systems, then a biological threat/hazard would be appropriate.</p> <p>In a highly populated, high-profile community, the threat of chemical, biological, or radiological terrorism may be considered more of a risk, whereas in predominately rural areas, industrial or agricultural assets may be more vulnerable to acts of terrorism.</p>
Hazardous Material (HazMat)	<p>Any material that is explosive, flammable, poisonous, corrosive, reactive, or radioactive, or any combinations thereof, and requires special care in handling because of the hazards it poses to public health, safety, and/or the environment; any hazardous substance under the Clean Water Act, or any element, compound, mixture, solution, or substance designated under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); any hazardous waste under the Resource</p>

H (Cont.)	
High-Hazard Areas	Geographic locations that for planning purposes have been determined through historical experience and vulnerability analysis to be likely to experience the effects of a specific hazard (e.g., hurricane, earthquake, hazardous materials accident, etc.) resulting in vast property damage and loss of life.
Homeland Security Exercise and Evaluation Program (HSEEP)	A capabilities and performance-based exercise program that provides standardized policy, doctrine, and terminology for designing, developing, conducting, and evaluating homeland security exercises. HSEEP also provides tools and resources to facilitate the management of self-sustaining homeland security exercise programs.
Hot Wash	Facilitated discussion amongst exercise participants immediately following an exercise, designed to capture feedback about any issues, concerns, or proposed improvements player may have about the exercise. Each functional area (e.g., fire, law enforcement, medical) should conduct a hot wash, which should be facilitated by the lead controller for that area.
I	
Immune system	The cells, tissues and organs that help the body to resist infection and disease by producing antibodies and/or altered cells that inhibit the multiplication of the infectious agent.
Improvement Plan (IP)	Portion of the After-Action Report (AAR), which converts lessons learned from the exercise into concrete, measurable steps that result in improved response capabilities. It specifically details the actions that the participating jurisdiction will take to address each recommendation presented in the draft AAR/IP, who or what agency will be responsible for taking the action, and the timeline for completion.
Incident	An occurrence caused either by human or natural phenomena that requires an emergency response to prevent or minimize loss of life or damage to property and/or natural resources.

I (Cont.)

<i>Incident Command System (ICS)</i>	A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. It provides essential management using these aspects: common terminology, modular organization, integrated communications, a unified command structure, consolidated action plans, manageable span-of-control, predesigned incident facilities and comprehensive resource management. ICS does all of this by organizing any emergency response effort into five basic functions: command, planning/intelligence, operations, logistics, and finance/administration.
<i>Incident Management</i>	Referring to the totality of activities to be aware of, prevent, prepare for respond to, and recover from incidents. This term is emphasized in the National Response Plan and replaces the terms: Emergency Management, Disaster Management, Crisis Management, and Consequence Management.
<i>Initiating Event</i>	Event triggering the start of exercise play and a chain of subsequent events. Usually, a part of the Master Scenario Events List (MSEL).
<i>Inject</i>	Information, including directives, instructions, and decisions, provided by exercise controllers to exercise players to drive exercise play towards the achievement of objectives. Injects can be written, oral, televised, and/or transmitted via any means (e.g., fax, phone, e-mail, voice, radio, or sign).
<i>Infectious agent:</i>	Any organism, such as a pathogenic virus, parasite, or bacterium, that is capable of invading body tissues, multiplying, and causing disease.

J	
Jurisdiction	A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authorities. Jurisdictional authority at an incident can be political or geographical (e.g., city, region, county), or functional (e.g., law enforcement, public health).
L	
Lead Planner	Manager of a planning team responsible for coordinating the design, development, conduct, evaluation, and corrective action planning of an individual exercise.
Lessons Learned	Knowledge and experience (positive and negative) derived from observations and historical study of actual operations, training, and exercises. Exercise After Action Reports (AARs) should identify lessons learned and highlight exemplary practices, and should be submitted to Department of Homeland Security (DHS) for inclusion in the lessons learned/best practices Web portal (www.llis.gov), which will serve as a national network for generating, validating, and disseminating lessons learned and best practices.
M	
Master Scenario Events List (MSEL)	Chronological listing of the events and injects which drive exercise play. The MSEL links simulation to action, enhances exercise experience for players, and reflects an incident or activity meant to prompt players to action (e.g. implement the policy or procedure being tested). Each MSEL record contains a designated scenario time, event synopsis, controller responsible for delivering inject, any special delivery instructions (if applicable), expected action (player response expected after an MSEL inject is delivered), intended player (agency or individual player towards whom the MSEL inject should be directed), objective to be demonstrated (if applicable), notes section (for controllers and evaluators to track actual events against those listed

M (Cont.)

Master Scenario Events List Conference	Forum to finalize development of the Master Scenario Events List (MSEL)
Master Task List	Chronological list of tasks and assignments to be accomplished during exercise design, conduct, evaluation, and improvement planning.
Memorandum of Agreement (MOA)	See Mutual Aid Agreement
Memorandum of Understanding (MOU)	See Mutual Aid Agreement
Mid-Term Planning Conference (MPC)	<p>Operations-based planning conference used to settle logistical and organizational issues that arise during planning such as staffing concepts, scenario and timeline development, scheduling, logistics, administrative requirements, and reviewing draft documentation.</p> <p>(Note: A Master Scenario Events List [MSEL] Conference can be held in conjunction with or separate from the MPC to review the scenario timeline for the exercise.)</p>
Mission	<p>The kinds of capabilities exercise planners choose to be exercised. Mission includes Prevention, Protection, Response and Recovery.</p> <p>(Note: Formerly known as Focus.)</p>
Moulage	<p>Makeup applied to victim actors to add realism to an exercise. It includes fake blood, plastic bones, and any other makeup that helps a victim actor emulate the signs and symptoms on his/her symptomology card. Although not required, moulage is encouraged at all operations- based exercises.</p> <p>(Note: School drama clubs, military units, community theaters, the American Red Cross, and morticians are common resources for moulage staff.)</p>
MMRS – Metropolitan Medical Response System – (DHS)	A program intended to increase cities' ability to respond to a terrorist attack by coordinating the efforts of local law enforcement

M. (Cont.)

Multi-year Exercise Plan
 State or jurisdiction-wide strategic plan for the multi-year conduct of exercises, as produced in Exercise Plan Workshop (EPW). It comprises four major sections: current homeland security program status (e.g., State Homeland Security Strategy, current exercise activities); program goals and objectives; program exercise methodology (e.g., exercise activity cycle, building block approach); and a multi-year exercise timeline/schedule (2- year plans for designated urban areas, 3-year plans for States).

Mutation
 Any alteration in a gene from its natural state. This change may be disease causing or a benign, normal variant. Specific mutations and evolution in influenza viruses cannot be predicted, making it difficult if not impossible to know if or when a virus such as H5N1 might acquire the properties needed to spread easily among humans.

Mutual Aid Agreement (MAA)
 A written agreement between agencies, organizations, and/or jurisdictions to assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.

N

National Exercise Schedule System (NEXS)
 The Nation's online comprehensive tool that facilitates scheduling, de-confliction, and synchronization of all National-Level, Federal, State, and local exercises

National Incident Management System (NIMS)
 System which provides a consistent, nationwide approach for Federal, State, local, and tribal governments, the private sector, and Non-governmental Organizations (NGOs) to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

 (Note: NIMS also provides standardized concepts, principles, and terminology; multiagency coordination systems; training; identification and management of resources; qualification and certification; and the collection, tracking.

N. (Cont.)	
National Response Plan (NRP)	Plan which establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines/homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services, and the private sector and integrate them into a unified structure. It forms the basis of how the federal government coordinates with State, local, and tribal governments and the private sector during incidents.
National Interagency Incident Management System (NIIMS)	The single all-hazard incident management system that includes the Incident Command System that is currently in place and that will be replaced by the National Incident Management System in 2005.
O	
Objectives	<p>Targets for exercise performance which define specific goals, provide a framework for scenario development, guide individual organizational objective development, and provide exercise evaluation criteria.</p> <p>(Note: Generally, planners will limit the number of exercise objectives to enable timely execution, facilitate design of a reasonable scenario, and adequately support successful completion of exercise goals.)</p>
Observer Briefing	<p>A pre-exercise overview given by one or more members of the exercise planning team to educate observers about program background, scenario, schedule of events, observer limitations, and any other miscellaneous information.</p> <p>(Note: Many times, observers will be unfamiliar with public safety procedures and will have questions about the activities they see.)</p>

O. (Cont.)

Observer/Media Area	Designated area for observers and media during an exercise, intended to help avoid interference with exercise play. It should be adjacent to the exercise site but should not allow interference with response routes or egress points. (Note: Because many jurisdictions prefer to keep operations of groups such as special weapons and tactics teams, bomb squads, and explosive ordnance disposal [EOD] teams confidential, these activities could take place some distance from the observer/media area.)
Observers	Non-participating persons and/or organizations (e.g. local community stakeholders) viewing exercise activity on day(s) of conduct.
Operations-Based Exercises	A category of exercises characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually over an extended period of time. Operations-based exercises can be used to validate plans, policies, agreements, and procedures. They include drills, functional exercises (FEs), and FSEs. They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. (Note: These exercises typically involve a higher level of stress during exercise planning and conduct. They often precede discussion-based exercises.)
Outbreak	The occurrence of a number of cases of a disease or condition in any area over a given period of time in excess of the expected number of cases.

P

<p>Planning Conferences</p>	<p>Forums held by the exercise planning team to design and develop the exercise.</p> <p>(Note: The scope, type, and complexity of an exercise should determine the number of conferences necessary to successfully conduct an exercise. Discussion-based exercises usually include Initial Planning Conferences [IPCs] and Final Planning Conferences [FPCs], whereas, full-scales may call for an IPC, Mid-term Planning Conference, as well as a Master Scenario Events List [MSEL] Conference.)</p>
<p>Players</p>	<p>Exercise participants who respond to the scenario incident by either discussing (in a discussion-based exercise) or performing (in operations-based exercises) their regular roles and responsibilities.</p>
<p>Point of Distribution (POD)</p>	<p>(AKA point of dispensing). An emergency site for dispensing medicine and medical supplies from the Strategic National Stockpile (SNS) to the public in the event of a public health emergency (terrorist attack, flu outbreak, earthquake) severe enough to cause local supplies to run out.</p>
<p>Preparedness (AKA Readiness)</p>	<ol style="list-style-type: none"> 1. The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. 2. The existence of plans, procedures, policies, training, and equipment necessary at the federal, state, and local level to maximize the ability to prevent, respond to, and recover from major events.

P (Cont.)	
Prevention	<p>Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken 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; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice. Activities undertaken by the first responder community during the early stages of an incident to reduce the likelihood or consequences of threatened or actual terrorist attacks.</p>
Program Management	<p>The development and execution of an exercise program which includes multi-year exercise program planning; budgeting and grant writing; planning and executing individual exercises; and tracking improvements.</p>
Project Management	<p>The management of designing, developing, conducting, evaluating, and improvement planning for an individual exercise.</p>
Public Health	<p>Organized efforts of society to protect, promote, and restore people's health. It is the combination of science, skills, and beliefs that is directed to the maintenance and improvement of the health of all the people through collective or social actions.</p>

P. (Cont.)

Public Health Emergency

Occurrence or imminent threat of exposure to an extremely dangerous condition or a highly infectious or toxic agent, including a communicable disease, that poses in imminent threat of substantial harm to the population, or any portion thereof. In general, a public health emergency is one that requires a population-based approach.

Public Works

The work, construction, physical facilities, and services provided by governments for the benefit and use of the public.

Q

Quarantine

The period of isolation is decreed to control the spread of disease. Before the era of antibiotics, quarantine was one of the few available means of halting the spread of infectious disease. It is still employed today as needed.

R

Radiation

High-energy particles or gamma rays that are emitted by an atom as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

Recovery

The development, coordination, and execution of service and site restoration plans for impacted communities and the reconstitution of government operations and services through individual, private-sector, nongovernmental, and public assistance programs that: identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the effects of future incidents.

R. (Cont.)	
Response	<p>Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs.</p> <p>Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include: applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.</p>
Response Area	Large exercise space where operations take place, e.g., decontamination, triage, treatment, render safe procedure (RSP).
Response Route	Path traveled by responding emergency units to a simulated exercise incident. This route should be clearly marked and free of traffic that is unrelated to the exercise. It should lead from the assembly area to the exercise site.
Risk	A measure of the harm to human health that results from being exposed; uncertainty that surrounds future events and outcomes.
Risk Assessment	A process that involves determining the likelihood that a specific adverse health effect will occur in an individual or population, following exposure to a hazardous agent.

S

Scenario	The storyline of the threat/hazard which drives a exercise play. Scenarios provide general context or comprehensive story; technical details necessary to accurately depict scenario conditions and events; and conditions which allow participants to demonstrate proficiency and competency in meeting the exercise objectives.
Scope	An indicator of the level of government or private sector participation in exercise play, regardless of participant size. Scope levels include local, multi-local, regional (within a state), state, multi-state, federal, national-level exercise, international, and private sector.
Scope - Local	Level of exercise scope indicated when at least one local agency/jurisdiction/organization (e.g., city, town, county, parish, tribal nation, military installation, private entity) participates in an exercise.
Scope - Non-governmental/Volunteer	Level of exercise scope indicated when non-governmental/volunteer groups participate in an exercise.
Scope - Private Sector	Level of exercise scope indicated when private sector organizations, other than volunteer or non-governmental organizations (NGOs), participate in an exercise (e.g., Major League Baseball).
Seminars	An exercise type generally employed to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures.

S. (Cont)

Simulation Cell (SIMCELL)

Location for controllers during exercise conduct used to deliver scenario injects and portray nonparticipating organizations, agencies, and individuals who would likely participate actively in an actual event. For example, if Incident Command requests the closure of air space around an incident site, the SIMCELL would receive the call rather than the Federal Aviation Administration (FAA). Or, if the Federal Bureau of Investigation (FBI) is not participating, the SIMCELL may be used to simulate communication to and from the FBI Strategic Information Operations Center.

Situation Manual (SITMAN)

A participant handbook for discussion-based exercises, particularly Tabletops (TTXs). The SITMAN provides background information on the exercise scope, schedule, and objectives. It also presents the scenario narrative that will drive participant discussions during the exercise.

(Note: The SITMAN should mirror the exercise briefing, supporting the scenario narrative and allowing participants to read along while watching events unfold.)

Special Populations

People who might be more sensitive or susceptible to exposure to hazardous substances because of factors such as age, occupation, sex, or behaviors (for example, cigarette smoking); populations with special needs for translations, special services or alternative channels of communication [such as the deaf]; populations with distinct cultural or community needs. Children, pregnant women, and older people are often considered special populations.

S (Cont.)	
Stakeholder	An individual, group, or organization that may be affected by or otherwise interested in a risk management decision.
Standard Operating Procedure (SOP)	A set of proscribed actions to be taken in response to a particular event.
State Administrative Agencies (SAA)	Agency primarily responsible within each state to oversee the implementation and management of the state exercise program and implementation of the State Homeland Security Strategy.
Strategic National Stockpile (SNS)	A national cache of drugs, vaccines, and supplies that can be deployed to areas struck by disasters, including bioterrorism. (US)
Subject-Matter Expert (SME)	An individual who is a technical expert in a specific area or in performing a specialized job, task, or skill.
Surge Capacity	The accommodation by the health system to a transient sudden rise in demand for health care following an incident with real or perceived adverse health effects. As neither the risk of surge nor the size of surge can be estimated, neither can surge capacity be estimated. The proper approach to surge is surge management planning rather than surge capacity planning.
Surveillance	The systematic ongoing collection, collation, and analysis of data and the timely dissemination of information to those who need to know so that action can be taken. Surveillance is the essential feature of epidemiological practice

T	
Tabletop Exercise (TTX)	<p>Type of exercise which involves senior staff, elected or appointed officials, or other key personnel in an informal setting, discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined event. TTXs typically are aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions.</p>
Target Capabilities	<p>A list of capabilities, as identified by the Department of Homeland Security, needed collectively by the nation to prevent, protect against, respond to, and recover from incidents of national significance, including terrorism or natural disasters.</p>
Terrorism	<p>Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population; (b) to influence the policy of a government by intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.</p> <p>The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.</p>

T. (Cont.)	
Threat/Hazard	Realistic scenario element(s), either posing or causing harm, intended to drive exercise play towards the fulfillment of objectives. For example, if the exercise objectives include validating public health or surveillance systems, then a biological threat/hazard would be appropriate. In a highly populated, high-profile community, the threat of chemical, biological, or radiological terrorism may be considered more of a risk, whereas in predominately rural areas, industrial or agricultural assets may be more vulnerable to acts of terrorism.
U	
USDA	U.S. Department of Agriculture, the government agency responsible for regulating the safety and development of food, agriculture, and natural resources.
V	
vaccine	A preparation consisting of antigens of a disease-causing organism which, when introduced into the body, stimulates the production of specific antibodies or altered cells. This produces immunity to the disease-causing organism. The antigen in the preparation can be whole disease-causing organisms (killed or weakened) or parts of these organisms.
Vaccination	The injection, or inoculation, of a vaccine for the purpose of inducing active immunity.
Venue	The primary location of exercise conduct. In operations- based exercises, this is typically the facility or site the scenario will affect. For example, if a nonpersistent chemical agent (e.g., sarin) is selected as the threat/hazard, the venue should not be an open-air facility (e.g., stadium, park) because of the agent's dissipating characteristics.
Virus	The simplest type of microorganisms, lacking a system for their own metabolism. They depend on living cells to multiply and cannot live long outside of a host. Types of viruses include smallpox, Ebola, Marburg, and Lassa fever.

W***Weapon of Mass Destruction (WMD)***

- (1) Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device.
- (2) Any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals of their precursors.
- (3) Any weapon involving a disease organism; or
- (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

WHO

World Health Organization, an agency of the United Nations established in 1948 to further international cooperation in improving health conditions.

Workshop

A formal discussion-based exercise led by a facilitator or presenter used to build or achieve a product. A workshop is typically used to: test new ideas, processes, or procedures; train groups in coordinated activities; and obtain consensus. Characteristics of a workshop include more formality than a seminar, and often use break-out sessions to explore parts of issue with smaller groups.

Written Release

Press release developed by the planning team and given to media outlets prior to an exercise. It serves as a means of informing the media and the public about general exercise information (e.g., location, date).

Additionally, this information can be distributed to observers and senior officials, e.g., Very Important Persons (VIPs), management. This release should not contain detailed scenario information (such as the type of threat or hazard, venue, or other sensitive information) and should not contain information that might hinder exercise outcomes if a participant were to see it.

Annex A-Warning

Annex D- Volunteer and Donation Coordination

Annex E-Training, Testing, Exercise

Annex H-Hazardous Weather

Annex T-Travel and Transportation

ESF 1-Transportation

ESF 2-Communications and Technology

ESF 3- Public Works and Engineering

ESF 4-Firefighting

ESF 5-Emergency Management

ESF 6-Human Services

ESF 7-Logistics Management and Resource Support

ESF 8-Public Health and Medical Resources

ESF 9-Search and Rescue

ESF 10-Oil and Hazardous Material Response

ESF 11-Agriculture and Natural Resources

ESF 12-Energy

ESF 13-Public Safety and Security

ESF 14-Long-Term Community Recovery

ESF 15-Public and Governmental Annex

Reference – EOP Traditional Model and ESF Model Crosswalk

TEXAS TRADITIONAL MODEL ANNEX	ESF/SUPPORT/HAZARD MODEL ANNEX
Annex S - Transportation	ESF #1 - Transportation
Annex B - Communications	ESF #2 - Communications and Technology
Annex K - Public Works	ESF #3 - Public Works and Engineering
Annex F - Firefighting	ESF #4 - Firefighting
Annex N - Direction and Control	ESF #5 - Emergency Management
Annex C - Shelter and Mass Care; Annex O - Human Services	ESF #6 - Human Services
Annex M - Resource Management	ESF #7 - Support Service
Annex H - Health and Medical Services	ESF #8 - Public Health and Medical Services
Annex R - Search and Resource	ESF #9 - Search and Rescue
Annex D - Radiological Protection. Annex Q - Hazmat and Oil Spills	ESF #10 - Oil and Hazardous Materials Response
No equivalent	ESF #11 - Animals, Agriculture, and Natural Resources
Annex L - Utilities	ESF #12 - Energy

TEXAS TRADITIONAL MODEL ANNEX

ESF/SUPPORT/HAZARD MODEL ANNEX

Annex E - Evacuation.

ESF #13 - Public Safety and Security

Annex G - Law Enforcement.

ESF #13 – Public Safety and Security

Annex V - Terrorism

ESF #13 – Public Safety and Security

Annex J - Recovery

ESF #14 - Long-Term Community Recovery

Annex I - Emergency Public Information

ESF #15 - Public and Governmental Affairs

SUPPORT ANNEXES

TEXAS TRADITIONAL MODEL ANNEX

ESF/SUPPORT/HAZARD MODEL ANNEX

Annex A - Warning

Annex A - Warning

Annex T - Donations Management

Annex D - Volunteer and Donation Coordination

Support Annex

Annex E - Training, Testing and Exercise

HAZARD SPECIFIC ANNEXES

TEXAS TRADITIONAL MODEL ANNEX

**ESF/SUPPORT/HAZARD MODEL
ANNEX**

Hazard Specific

Annex H - Hazardous weather

Hazard Specific

Annex T – Travel and Transportation
Hazards

Hazard Specific

Annex X – Cyber Hazards

